

# CSSEA NEWS

COMMUNITY SOCIAL SERVICES EMPLOYERS' ASSOCIATION

## Redefining our goals and objectives through a strategic plan

When Gentil Mateus assumed the role of CEO in September 2011, he identified opportunities to be seized and challenges to be addressed by the association in the first 18 months. His vision was to engage with the board and panels to set a new course for CSSEA that would allow the association to evolve into a leader in human resources and labour relations in the public sector; equally important, he wanted CSSEA to be known as an employers' association that provides value to its membership.

*A leader in human resources and labour relations and trusted advisor to our membership and government for the community social services sector of BC*

The first step in charting that new course was to develop a three-year strategic plan that captured the vision and the aspirations of the social services sector while at the same time respecting its diversity and unique relationship with government and other authorities. The strategic plan will inform and guide CSSEA's operational plans from 2012 through to

2015. While much work had been done in the past, the board and panels took the bold step of creating a new vision statement that replaced the previous vision and mission statements. The challenge was to capture in one sentence both CSSEA's aspiration to provide value to members and government, and how we would achieve those aspirations, which the new vision statement does:

*A leader in human resources and labour relations and trusted advisor to our membership and government for the community social services sector of BC*

"The words that truly resonate with me in the new vision statement are 'trusted advisor,'" Gentil said. "But how we go about achieving our goals is just as important, and that is why CSSEA adopted a set of organizational guiding principles."

### 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 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.

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To contribute suggestions, articles or photos, contact: [cssea@cssea.bc.ca](mailto:cssea@cssea.bc.ca)

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## From the CEO

September marks my first-year anniversary as CEO of CSSEA. I would like to thank everyone for taking the time to meet with me and share the many challenges and opportunities faced by those working in the social services sector. My most cherished memories are of travelling around the province and witnessing firsthand the positive impact your organizations have in the lives of your clients and our communities.

My first year at CSSEA could be summed up by one word: “change.” It has been a time of organizational renewal and of changing the way we do business. We said goodbye to some familiar faces and welcomed new ones. My second year will be a realization of the goals and objectives developed during the strategic planning process undertaken in March as CSSEA continues to strive to be a leader in human resources and labour relations in the public sector. To that end, we have taken significant steps to enhance and improve our WorkSafeBC appeals services with the appointment of Darroch Campbell as Manager, Disability and Benefit Services in addition to his LR consulting work. Also this fall, we will unveil the redesigned CSSEA website, which will offer more information, feature a new look and more intuitive navigation, and include social media features.

The Research and Knowledge Management team continues to work on developing a robust data collection system that will allow us to present a truer picture of the social services sector for both members and government based on accurate and timely labour market information.

It seems impossible to provide an update without talking about bargaining. Discussions on Essential Services continue with the CSSBA, and we are back at the table September 17–18. We remain hopeful we can reach a negotiated agreement without major labour disruption, but our optimism is tempered by limited progress at the other public sector tables and the recent bellicose tone of the unions. We will have a better indication if a deal is within reach later this month.

I look forward to seeing you at the AGM and Fall Conference being held in Vancouver October 23–25. We have an exciting new format with new presenters, participation from government, and, of course, the excellent HRLR workshops you have come to expect from CSSEA. §

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## Employers Should Be Aware of Hazardous Workplace Activities

*Darroch Campbell  
Manager, Disability and Benefit Services*

The Workers' Compensation Appeal Tribunal (WCAT) adjudicates claims on compensation for personal injury arising out of and in the course of employment.

In WCAT-2011-02468, a security guard fell and injured himself when he responded to a spider infestation in the roof of his kiosk by standing on a chair he had precariously placed on concrete steps to spray insecticide on the roof.

The employer objected to the acceptance of the claim, stating the worker was not responsible for insect control, was not authorized or instructed to perform the spraying, and should have known that placing the chair on the steps to access the roof had an extremely high risk of fall and injury.

The worker's claim was accepted because he was found to be performing a duty for the purpose of personal safety, and which was of benefit to the employer, and the injuries arose out of and in the course of employment. The panel held that while the worker was not performing activities that would normally be associated with those of a security guard, it was reasonable to conclude that he would be provided some latitude to ensure that the work area was safe and clean.

It is impossible for an employer to lay down fixed rules covering every detail of a worker's employment activity; however, there is a need to place some limits on the activities that form their duties. Management and supervisors should be aware of employee conduct

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that appears to be out of the scope of their duties and which is inherently dangerous. Employers should warn against such acts when they are witnessed so a prohibited practice is not condoned.

If your employees are engaged in behaviours or activities that place them at risk of injury, tell them to stop, and ensure that other employees are aware of any forbidden conduct. §

## 2012 Annual General Meeting and Fall Conference

**October 23-25, 2012  
Four Seasons Hotel  
Vancouver, BC**

- New format
- New presenters
- Government participation (Hon. Stephanie Cadieux, Deputy Ministers from Social Development and Children and Family Development)
- HRLR workshops

**Don't forget to register!** Registration information is available on our website.

**We look forward to seeing you.**



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

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- 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.

The guiding principles will assist us in building trust in the sector by being transparent in our actions and providing more accurate and timely information to members and government.

## How We Got Here and What Happens Next

The strategic planning process began in March with a workshop facilitated by Ernst & Young. Participants included the Board of Directors; representatives of the three divisional panels; representatives from funding organizations, including Community Living BC, the Ministry of Children and Family Development and the Ministry of Social Development; the Public Sector Employers' Council; the CEO and senior management. A three-year draft strategic plan was developed based on this working session and was subsequently endorsed by the board in May 2012.

Following the board's approval of the strategic plan, CSSEA staff participated in an operational planning session where strategies were identified to enable CSSEA to meet its strategic goals. Staff are currently working on the year one project charters and we intend to report quarterly on the progress to the board and panels.

"It has been an incredibly rewarding experience to work with such an engaged and motivated membership," Gentil said. "Their passion for the work they do and the clients they serve are an inspiration to me and the CSSEA staff." §

The CSSEA Strategic Plan: April 1, 2012 - March 31, 2015 has been posted to the website under Members & Associates/Governance.

## In Profile: Campbell River Family Services Society

*A Conversation with Executive Director Camille Lagueux*

**Campbell River Family Services Society is marking its 35<sup>th</sup> anniversary this year. How has the agency remained relevant and successful for so long?**



We operate in a small city and are the central resource for families and young children in the community. We have survived many changes in funding and programming by focusing on our core services. We have been offered various programs and turned them down because they did not match our mission and our mandate. We focus on doing one thing well. This was a conscious decision by the

Board – we are not interested in growth simply for the sake of growth, which has allowed us to be very stable.

**What lessons can other agencies take from Campbell River Family Services Society in terms of retention?**

It's important to have a passion for your work. That said, we take the work seriously, but we don't take ourselves seriously. We are supportive of each other, and we laugh every day.

**What changes have you seen in the community you serve over your 20 years with the agency?**

When I first started, the area was booming. Over the years, mills have closed and forestry and fisheries have tanked, and we have had to adapt to the changing demographic. The stress of the economic downturn has caused greater stresses in the community, and victim services is now one of our busiest programs. We're also seeing more family breakups, so we offer groups for kids dealing with separation and divorce, which was not so big an issue 15 years ago.

**You've been involved with CSSEA since the very beginning. Do you feel the association provides good value for your agency?**

I find it very frustrating that the association is not able to do as much advocacy for the sector as I would

like, but the HRLR component is a huge benefit to us. We couldn't afford it otherwise.

**What advice can you offer newer agencies wanting to get established in their communities?**

Agencies in the social services sector tend to be perceived as "Mom and Pop" operations, but they are real businesses and need to be run like real businesses. We've been accredited by the Commission on Accreditation of Rehabilitation Facilities since November 2004. We were among the first 100 agencies to be accredited in BC. I truly believe in accreditation – it is the first step to doing business the right way. It forces us to stay on top, continually evolve, and keep our ducks in a row. For it to work, the whole organization has to buy in, and that has happened here.



*Post-natal group participants with babies and some staff*

**How are you marking the agency's 35<sup>th</sup> anniversary?**

A proclamation by the Mayor of Campbell River will declare October 3, 2012, to be Campbell River Family Services Society Day designed to raise awareness about our services. We will be distributing buttons to local businesses that say "I Support Campbell River Family Services Society". I believe strongly in emphasizing the importance of social services and the need to protect them, which includes raising awareness about what social services agencies do.

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### **In a Nutshell**

**Who they are:** Campbell River Family Services Society has been supporting families in the Campbell River community since 1977.

**What they do:** The agency provides programs and services including abuse prevention and trauma treatment, intensive family and parenting services, victim support, counseling, and family drop-in programs.

**Number of staff:** Approximately 30 full-time and part-time staff.



*Our lovely receptionist Christine at her desk!*

*Want to learn more? Campbell River Family Services Society's AGM is on September 19. All interested CSSEA members are invited to attend. §*

## **HR Practitioners' Network**

September 25, 2012  
10:00 am – 3:00 pm  
CSSEA Offices

- Network with colleagues
- Discuss key sectoral HRLR issues
- Liaise with HRLR consultants

For information, contact Nicole Maclsaac at 604-601-3131

## **Ask an HRLR Consultant: Darroch Campbell**

**Q: I received a request from WorkSafeBC to submit a Form 7 – Employer's Report of Injury. What is this?**



**A:** WorkSafeBC asks an employer for a *Form 7 – Employer's Report of Injury* in response to a worker's *Application for Compensation and Report of Injury – Form 6*.

Employers have an obligation to provide WorkSafeBC with a Form 7 within three days of any workplace injury.

Prior to submitting a Form 7, an investigation to obtain all available information about the alleged accident should be completed, including speaking to everyone who may have information associated with the accident.

The completed Form 7 is a critical reference in the adjudication of *Workers Compensation Act* claims. The claims officer will consider any discrepancies between the information provided by the worker and the employer before deciding whether to accept or reject a worker's claim.

If an employer is concerned about the legitimacy of a claim, they should note the objection and reasons for it in the appropriate area of the Form 7. Employers should always participate in the claim process to ensure that the facts and information associated with a workplace injury are accurate and to facilitate a timely return to work.

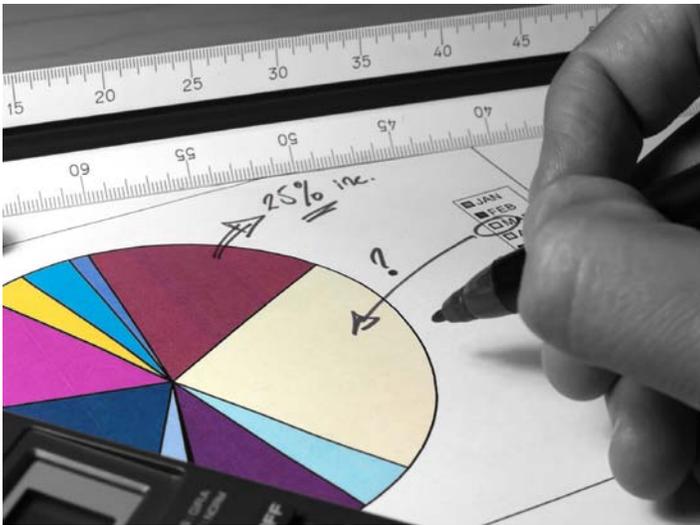
WorkSafeBC premiums are calculated based on an employer's record of claims, so the number of claims financially impacts the agency. Active review of workplace incidents and participation in the WorkSafeBC claims process are best practices that will save employers money.

For questions or comments, please contact Darroch Campbell, Manager of Disability and Benefit Services.

Send your questions to [cssea@cssea.bc.ca](mailto:cssea@cssea.bc.ca).

## CSSEA to Kick Off a New Data Initiative

This fall, CSSEA will introduce a new initiative to develop a web-based data collection and reporting tool. This initiative will enable CSSEA to provide information proactively to members and government and to facilitate greater insights into trends and developments in the sector. The robust new data collection system will allow CSSEA to present an accurate snapshot of community social services sector labour market information and become the key repository of labour market information in the community social services sector.



Members and the government have said the community social services sector currently does not have the data necessary to accurately present the issues and challenges facing the sector. The board and government have also identified the need for improved data quality for the sector. Therefore, the design, development and implementation of system will be based not only on collecting and reporting on more data, but on ensuring the highest possible level of data quality to allow for more insightful decision making on important issues. The development process will involve consultation with members and the government through a Data Advisory Group that will assist with the design and implementation of the new sector data collection and reporting system.

Eric Peraro, CSSEA's Director for Research and Knowledge Management, says the new system represents a strategic change. "Our new data management system is part of CSSEA's strategic plan to proactively provide members and government with

key information about human resources and labour relations issues in the sector," he said.

As CSSEA is entrusted with members' data, it has the responsibility to make better use of the information collected by creating efficient and effective reports that provide meaningful and useful information for members and stakeholders.

For example, members will have access to comparative reports for their division and region based on key metrics such as cost per full-time equivalent (FTE) and average sick leave per FTE, giving members a picture of where their agency fits in the broader picture of sectoral trends. The web-based reporting system will give members 24/7 access to their data to allow for better planning and decision making. Members who participate in data collection will be provided with their agencies' historic information, allowing them to compare their submissions over the years. While there will be easier access to the data, CSSEA is committed to maintaining its high level of confidentiality for agency-specific data and only report on aggregate sector data.

The new initiative will further benefit members by reducing and simplifying the data collection process. Requests for information will be streamlined and consolidated so members spend less time filling out surveys.

"Becoming the key repository of quality data for the community social services sector will allow us to tell the sector's story better," Eric said. "So we can offer real solutions to the challenges we face, such as an attracting and retaining younger workers in the midst of an aging workforce." §

### Name the system

Help us name the new data collection system. Send your suggestions to [cssea@cssea.bc.ca](mailto:cssea@cssea.bc.ca) by October 12, 2012. The individual with the winning name/suggestion will receive a free registration to the 2013 AGM and Fall Conference in Nanaimo. What are you waiting for? Start sending...

## Sectorial Case Updates

**Rate of pay at time of hire** – Issue: Interpretation of application of prior experience to wage rate at the time of hire. **Status:** *The Union provided a without prejudice proposal for resolution. CSSEA has researched the offer and is preparing a response.*

**Hours worked outside regular classification** – Issue: The Union claims that all hours worked by an employee must be used to progress along the steps of the wage grid, regardless of the classification in which they are performing work. CSSEA's position continues to be that only hours worked in exactly the same classification/position can be applied to the steps of the wage grid. **Status:** *Arbitrator Wayne Moore has engaged in case management of this matter. The Union advanced a without prejudice proposal to resolve the dispute. CSSEA determined the proposal would be extremely costly and is discussing whether to advance a counter-proposal.*

**Expedited arbitration process** – Issue: Setting dates for regional expedited hearings in 2012. **Status:** *Hearings took place in Prince George on July 24 and 25 where the parties resolved many outstanding grievances and are awaiting a decision from Arbitrator Vince Ready on the remaining issues. The next hearing dates are scheduled for September 18 in the Kootenays with Arbitrator John McConchie, September 27 and 29 in Prince George with Arbitrator John Steeves, and October 3 and 4 in Kelowna/Kamloops with Arbitrator Chris Sullivan. The next Lower Mainland dates are November 19 and 20 with Arbitrator Vince Ready.*

**Variance of certification and declaration re: bargaining agency** – Issue: The HEU has attempted to file an application with the Labour Relations Board (LRB) to cancel the BCGEU's certification. **Status:** *The parties are continuing to await a decision from the LRB.*

**Application to change CSSBA articles of association** – Issue: CSSEA has reinvigorated its application before the LRB in order to ensure bargaining can proceed in a manner consistent with the Labour Relations Code. **Status:** *Following the April case management meeting, the LRB indicated it will seek a formal response from the CSSBA. Subsequent to that meeting, Associate Chair, Adjudication, Mike*

*Fleming who had been engaged in case management of this issue retired from the LRB and his position has been filled by Allison Matacheskie.*

**Article 29 (Harassment)** – Issue: Harassment complaints have been advanced by the Union without notice to CSSEA, and CSSEA's involvement as the bargaining agent. **Status:** *The language has been changed to require notice of a complaint be given to CSSEA and is working with employers to reduce costs by limiting the use of problematic investigators and establishing clear Terms of Reference for the investigation which will focus on the issues and resolution.*

**"Bill 29" severance pay grievances** – Issue: Whether the severance provisions contained in the Health and Social Services Delivery Improvement Act continue to apply to those employees who meet the criteria established by the Act despite the existence of subsequent collective bargaining and sectoral collective agreements. **Status:** *Arbitrator Wayne Moore agreed with CSSEA's position. A written decision has been issued and is posted on the website under LR Awards and Decisions. §*

## Data Collection Update - We need your information.

To ensure we have current and accurate data for 2012 bargaining purposes, CSSEA will be asking members to update their data collected for 2010 bargaining as well as data relating to M&E, non-union hourly and casual employees. Your cooperation will ensure we have quality sectoral data.

## Hellos and Farewells

- **Michael Hart** joined the HRLR and Legal Services team in July 2012 as an HRLR Intern with special interest in Aboriginal Services due to his Métis heritage. Michael has a diploma in Law Enforcement Studies from the Justice Institute of BC with a background in administrative law. Michael looks forward to working with members and assisting Aboriginal Services Manager Alexia Jones, including providing services to the First Nations Health Authority.
- **Nicole Maclsaac** recently joined CSSEA as Senior Administrative Assistant for the HRLR and Legal Services team. With over a decade of legal secretary and administrative assistant experience, Nicole will provide administrative support to the consultants and advocates. Prior to joining CSSEA, Nicole had a similar position at HEABC.
- **Dwayne Burdeniuk** joined CSSEA on September 10 as a Consultant, HRLR Services. Dwayne will be responsible for providing services to our members in the Kootenay and Salmon Arm region and, as CSSEA's first regional consultant, will be based in Salmon Arm. With more than 25 years of human resource management experience in both the public and private sectors, Dwayne specializes in staff relations and labour relations. Prior to joining CSSEA, Dwayne had his own human resources consulting firm and worked at Interior Health.
- After three years at CSSEA, **Parm Sandhar** has left his position as an HRLR Consultant. During his time at CSSEA, Parm was responsible for the JJEP and EIP before becoming an HRLR Consultant. We wish him well in his future endeavours.



## Coming soon, a redesigned CSSEA Website!

- New look
- Intuitive navigation / easier to find templates, resources
- Social media features
- Real-time updates of labour and employment decisions
- Expanded Human Resources information
- Links to partners/key external resources