

Road Map to Success

**2014
AGM & Fall
Conference**

**Four Seasons Hotel
VANCOUVER, BC**

October 21-23 / 2014

TRUST

RESPECT

KNOWLEDGE





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Deadlines

Request for Member Subsidy	Friday, July 18
Hotel Reservations.....	Friday, September 19
Submission of Resolutions.....	Friday, October 3
Submission of Candidate Forms	Friday, October 3
Cancellation Deadline to Receive Refund	Friday, October 10





Sponsors

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Program at a Glance

TUESDAY, OCTOBER 21

AGM Luncheon and Keynote Presentation:

Communicating Trust in a

Changing World 11:30 am - 1:15 pm

Annual General Meeting 1:30 pm - 4:30 pm

Reports from board chair and treasurer

Reports from CEO and divisional chairs

Divisional sessions and panel elections

WEDNESDAY, OCTOBER 22

Continental Breakfast 8:00 am - 8:45 am

Workshops 9:00 am - 4:00 pm (Lunch at Noon)

Reception

presented by  4:00 pm - 6:30 pm

THURSDAY, OCTOBER 23

Continental Breakfast 8:00 am - 8:45 am

Workshops 9:00 am - 4:00 pm (Lunch at Noon)

Please note: Events will be photographed and pictures taken may appear on the CSSEA website or in internal/external publications. If you have a concern with this, please advise us at the Registration Desk on-site or let the photographer know.





Event Information

EVENT LOCATION

The 2014 AGM and Fall Conference will be held at the Four Seasons Hotel, 791 West Georgia Street, Vancouver.

ACCOMMODATION

Rooms have been reserved for CSSEA delegates at the Four Seasons Hotel from October 20-23, 2014, at a conference rate of \$179.00 per person single/double occupancy.

For reservations contact the hotel and quote them the reference, "CSSEA 2014 AGM" to access the CSSEA rate.

FOUR SEASONS HOTEL

Toll Free: 1.866.223.9333

Telephone: 604.689.9333

Email: reservations.vcr@fourseasons.com

Online: www.fourseasons.com/Vancouver

The deadline for booking is September 19, 2014.

PARKING

The hotel does not have its own parking lot however there are a number of public parking lots available in the vicinity of the hotel.

The Pacific Centre Mall Parking lot is located beneath the hotel. The daily rate is \$23/day (plus applicable taxes).





Registration

FEES

Conference

Half-day session \$95

Full-day session \$190

Fee includes selected session(s), continental breakfast, reception and buffet lunch.

AGM only \$45

Fee includes AGM luncheon.

HOW TO REGISTER

ONLINE

Visit CSSEA's website at www.cssea.bc.ca and follow the link to the 2014 AGM and Fall Conference Registration webpage to register and make your payment via cheque or credit card.

BY MAIL OR FAX

Complete the 2014 AGM and Fall Conference registration form and return it with your payment to:

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

Alternatively, you may download the registration form at www.cssea.bc.ca and fax it to 604.687.7266.

Payment must be received within 30 days of faxing us your form; otherwise, your space may be released.

REGISTER EARLY

In an effort to optimize the learning environment, the number of participants in each workshop may be limited to two participants per agency per workshop. A wait list will be generated to accommodate additional people if possible. Please register early.





Registration

REFUND POLICY

If you have registered for the event but cannot attend, feel free to send a colleague in your place. Please let us know of the change so we can make the necessary arrangements. Refunds will be available until October 10, 2014, and are subject to a handling charge of \$25 per person. No refunds will be issued for cancellations received after October 10, 2014.

DELEGATE SUBSIDY

CSSEA offers a limited delegate subsidy to encourage participation of member agencies at the 2014 AGM and Fall Conference. Priority will be given to agencies that have never sent a delegate to a meeting or that are experiencing financial hardship.

The subsidy is available to one person per voting member-agency. It requires the delegate attend the Annual General Meeting on Tuesday, October 21, at least two half-day courses offered during the fall conference and stay at least one night at the Four Seasons Hotel.

CSSEA will cover the delegate's registration fee, valued at \$235, and provide up to \$500 towards travel and accommodation costs. Reimbursement will be paid after the event.

Requests for subsidy must be received by CSSEA no later than 5:00 pm July 18, 2014. Members will be advised by July 31, 2014 if their request for a subsidy has been approved.

Associate agencies may also apply for the subsidy.

HOW TO APPLY

1. Complete the 2014 AGM and Fall Conference Registration form.
2. Fax the registration form, along with a written request for the member subsidy, to CSSEA at 604.687.7266.
3. Deadline for receipt of the registration form and written request is 5:00 pm July 18, 2014.





Keynote Speaker

Communicating Trust in a Changing World

Stephen Hammond, Harassment Solutions Inc.

If communication is the key to building trust, why do we have so many banner headlines about the lack of communication or the inappropriate ways people try to get their message across. CEOs of Fortune 500 companies, heads of governments and other very educated people make huge gaffs, which sometimes cost them their jobs or cause havoc for their organizations.

In this opening keynote address, Stephen Hammond will use his experience and humour to help you understand how we can get a message across in a way that doesn't send people running out the door.

Trust is a two-way street so that means we all have to get to know something about the people around us and the new cultures that are changing the face of Canada. Be prepared to think of things in a different light and be prepared to laugh at ourselves and the things all of us do. Also be prepared to be engaged as Stephen asks for your opinions using auto-response keypads.

Stephen Hammond is a lawyer turned speaker with an expertise in “all the weird things people do at work”. For more than twenty years, Stephen has delivered keynotes and seminars to help people communicate more effectively and to change with the times. He's the author of *Managing Human Rights at Work*, *Steps in the Rights Direction* and *The Respectful Workplace in a Box*. Stephen earned the designation of CSP, Certified Speaking Professional in New York City in 2008. His favourite pastimes include golfing, skiing and playing ball with his wiener dog, Willis, on the beach.



Executive Director/ CEO Plenary

Back by popular demand this full-day plenary session is targeted specifically at leaders in the community social services sector to provide them with knowledge and insight on emerging trends and issues. Comprised of four presentations the plenary will provide clarification on CSSEA's role in the sector through its board and panels, legal issues to be aware of when managing external contractors, emerging issues in HRLR that affect day-to-day operations of a non-profit organization, and things to consider when the media become interested in a crisis situation at your workplace.

Avoiding the Pitfalls of Subcontracting

Lindsie Thomson, Harris & Company LLP

Mistakes made dealing with contractors can result in a variety of liabilities, such as illegal dismissal, back wages, separation pay, income tax, employment insurance, and WorkSafeBC and pension premiums among others. Avoid these pitfalls and many others during this overview of the technicalities, strategies and best practices of working with contractors to prevent unnecessary liabilities. In addition members will learn what to do in the event of an abuse allegation against a contractor and their legal responsibilities to the client and contractor.

Clarifying CSSEA's Role in the Community Social Services Sector

Lindsie Thomson, Harris & Company LLP

Gain insight into CSSEA's role in the community social services sector by learning about its governance structure and the responsibilities of CSSEA's board and panels as defined by the association's constitution and bylaws. This informative session will answer many commonly asked

questions and clarify misconceptions about CSSEA's purpose in the public sector and its responsibility to members and government. At the end of the session members will be well informed to hold CSSEA accountable through its divisional panels and the board.





Executive Director/ CEO Plenary

Emerging Issues in HRLR

Thomas A. Roper, QC, Roper Greyell LLP

The strength of your organization depends on effective management of your human resources. Members must be aware of emerging legal trends in human resources and labour relations to plan for effective

service delivery. This entertaining presentation will focus on recent court, human rights, Labour Relations Board and arbitration decisions that affect the community social services sector.

Preparing for a Crisis Situation

Marcella Munro, Earncliffe Strategy Group

A crisis can happen at any time and usually strikes when you least expect it. It can threaten employees, clients and most of all your agency's reputation. It is crucial to develop a plan ahead of time in order to be prepared for the unexpected and to understand the basic concepts of crisis communication and public relations.

Crisis communication is a set of principles meant to inform your stakeholders about the existence, nature, form, severity, or acceptability of a problem. This session focuses on crisis communications and will show you how, through some proactive planning, your agency can be prepared for the unexpected and when to seek help.

Presenters

Lindsie Thomson is a partner at Harris & Company LLP. She received a Bachelor of Commerce degree with a specialization in Industrial Relations Management from the University of British Columbia in 1994 and an LL.B. from the University of British Columbia in 1997. Lindsie was called to the British Columbia Bar in May 1998. Acting as counsel for a variety of private sector and public sector employers, including school boards and independent schools, Lindsie has represented employers in labour arbitrations, Labour Relations Board hearings, human rights tribunal proceedings, employment standards





Executive Director/ CEO Plenary

Presenters (continued)

proceedings and in appeals to the BC Supreme Court and the BC Court of Appeal.

Lindsie is a believer in practical, straightforward advice, who works to help employers identify problems early, so they can manage their workforce more easily. When a problem does arise, she uses the law to find a durable and effective solution. Lindsie is a member of the Human Resources Management Association of British Columbia and the Labour Law and Human Rights subsections of the Canadian Bar Association.

Thomas A. Roper, QC, practises in the areas of labour, employment and administrative law. He represents employers in the public and private sectors as well as professional associations. In 1992, Tom was appointed by the Minister of Labour to a committee of special advisors to recommend an overall labour relations strategy for British Columbia, and was one of three special advisors responsible for drafting the Labour Relations Code. He is also a past president and current member of the Human Resources Management Association of British Columbia, a member of the Canadian Association of University Solicitors and the Canadian Bar Association. Tom is listed in the peer-rated publication LEXPERT's "The Leading 500 Lawyers in Canada" and the International Bar Association's "The International Who's Who of Management Labour & Employment Lawyers" as a leading employment and labour lawyer. He has also been recognized by the Financial Post as one of the "Best Lawyers: Labour and Employment."

Marcella Munro is a consultant with the Earnscliffe Strategy Group where she leads the strategic communication practice, providing clients with a range of services that includes crisis management counsel, media relations and media training. Marcella previously acted as a national producer and reporter for CBC Television News, where she worked on a variety of programs, including CBC News: Sunday, Canada Now, The National, and Face to Face with Neil Macdonald. Marcella has worked as a communication consultant and staff person for a wide variety of corporate, political, and not-for-profit clients in both Ottawa and Vancouver.





From Radio Babies to Facebook Junkies: Managing a Multi-Generational Workforce

Cissy Pau, Clear HR Consulting

Does your organization's workforce contain a mix of Baby Boomers, Generation X and Generation Y? If so you're not alone, never before has the workplace been shared by so many generations, creating numerous challenges for leaders. This session will help you motivate and combine the different generations in today's workplace towards your organization's vision and goals.

Participants will learn:

- The different generations in today's workplace.
- The values, priorities and motivators of Generation Y.
- The top 5 strategies to recruit, engage and retain Generation Y employees.
- Keys to engage and retain employees of all generations.

Cissy Pau is the Principal Consultant with Clear HR Consulting. Cissy's track record of more than 15 years in HR management has earned her a reputation as a leading HR expert who is in demand by a varied client list across Vancouver and BC. She is the author of the eBook *HR Answers Now – Employee Relations, Employee Development and Staffing* with CCH Canadian Limited, and is a contributing author to their publication, the *Ultimate HR Manual – Western Edition*. She is also an instructor with the British Columbia Institute of Technology's Peter Thomson Centre for Venture Development. Cissy is frequently profiled and quoted by such media outlets and publications as BC Business, Business in Vancouver, CBC, Canadian Business Magazine and The Globe and Mail.



Conducting an Internal Investigation

Dwayne Burdeniuk, CSSEA

Back by popular demand, learn why conducting an effective internal investigation is critical to collecting evidence used to support an employer's decision at a mediation or arbitration. Ideal for employees responsible for conducting internal investigations, participants will learn techniques and strategies needed to justify and uphold discipline.

Participants will learn:

- The different investigative approaches for complaints harassment issues, discipline and dismissal.
- Techniques to structure effective interview questions.
- How to structure interviews.
- How to determine when you have all the evidence.
- How to develop a theory of case.
- Rights of clients to adequate and safe care.
- General principles of gathering evidence.
- Exclusionary rules, such as hearsay, self-serving or illegally obtained evidence and witness competence.

Dwayne Burdeniuk is an HRLR consultant with CSSEA. Dwayne has over 25 years of human resource management experience, specializing in staff and labour relations. Previously, he worked with the Interior Health Authority providing HR services to management including extensive conflict resolution investigations. He has worked extensively within both the public and private sectors. His primary region of service is the Kootenays.





Growing Great Employees

Dr. Joan Deeks, Advantis Consulting Group

Sponsored by Optum

Does your workplace experience low morale, poor customer service, higher absenteeism, increased stress, and loss of innovation and creative thinking? These could all be symptoms of disengaged employees. At this session learn the proactive steps managers can take to enhance employee engagement and create a positive change at the workplace.

Participants will learn:

- The behaviours of the engaged employee.
- How employers unknowingly sabotage engaged employees.
- Key questions to ask on employee engagement.
- How to take action on employee engagement.
- Proactive engagement strategies that provide results.

Dr. Joan Deeks is President of Advantis Consulting Group, which since its inception in 2000, has trained over 5,000 individuals in leadership and management effectiveness. Joan has over 25 years of experience in corporate management. In 2011, Advantis Consulting Group entered into a partnership with Optum to provide leadership and management training to their clients. Joan is also the founder of the HRMA Labour Relations Roundtable of BC, an adjunct university professor in leadership and management studies, an active mentor to young corporate leaders, and the first consultant in Canada to be certified in the Hersey model of Situational Leadership.





How to Influence Others

Russel Horwitz, Kwela Leadership and Talent Management

The acid test of a good plan is the willingness of others to implement it. A key skill relevant to leaders at all levels is the ability to positively influence people in such a way that others willingly alter their thoughts and plans. One's level of influence can be dramatically improved by carefully adjusting ideas to the concerns and communication styles of others, and by formulating ideas in a compelling way. As influencing skills are used more often, resistance to change decreases along with the need to use authority/positional power, leading to stronger relationships and increased commitment.

Participants will learn:

- Skills to improve their odds of getting good ideas adopted in their organization.
- How to win friends and improve relationships.
- Techniques to improve their ability to influence peers and superiors.
- Methods to reduce resistance to change.
- How to reduce reliance on the use of positional power.
- To increase commitment to new ideas.

Russel Horwitz is one of Kwela's two founders and his expertise includes leadership development, team development, executive coaching, and training on a wide variety of topics. He has worked extensively as a leadership consultant/trainer since 2004 across a wide variety of sectors, including government, publicly-held, private and non-profit. Russel's experience also includes 14 years in the high technology/engineering sector, where he held management roles in product development, marketing, customer service and training. Russel holds a Masters degree in Engineering from the University of Cape Town, South Africa.





HR in the Age of Social Media: How to Attract and Retain Staff Using Social Media

Cissy Pau, Clear HR Consulting

Social media is here to stay, especially when it comes to hiring younger workers. Employers need to be smart about developing social media HR strategies, or else they run the risk of being left behind as the landscape changes quickly.

During this session learn to balance the benefits and risks of using social media to build your employer brand, source candidates, and increase employee pride in your organization, while ensuring that your organization's reputation is protected.

Participants will learn:

- The impact social media has had on employers.
- The positive uses of social media in attracting and retaining staff.
- Social media pitfalls and challenges for employers.
- The considerations when creating your HR policy on social media.

Cissy Pau is the Principal Consultant with Clear HR Consulting. Cissy's track record of more than 15 years in HR management has earned her a reputation as a leading HR expert who is in demand by a varied client list across Vancouver and BC. She is the author of the eBook *HR Answers Now – Employee Relations, Employee Development and Staffing* with CCH Canadian Limited, and is a contributing author to their publication, the *Ultimate HR Manual – Western Edition*. She is also an instructor with the British Columbia Institute of Technology's Peter Thomson Centre for Venture Development. Cissy is frequently profiled and quoted by such media outlets and publications as BC Business, Business in Vancouver, CBC, Canadian Business Magazine and The Globe and Mail.





Conference Program

WEDNESDAY, OCTOBER 22

8:00 am			
	EXECUTIVE DIRECTOR/CEO PLENARY		SEN
9:00 am to noon	Clarifying CSSEA's Role in the Community Social Services Sector		HR in the Age of Media: How to Attract and Retain Staff Using Social Media
	Avoiding the Pitfalls of Subcontracting		
Noon			
1:00 pm to 4:00 pm	Emerging Issues in HRLR		HR in the Age of Media: How to Attract and Retain Staff Using Social Media
	Preparing for a Crisis Situation		
4:00 pm to 6:30 pm			

THURSDAY, OCTOBER 23

8:00 am			
	SENIOR HRLR MANAGERS		
9:00 am to noon	How to Influence Others	Conducting an Internal Investigation	Q&A: Understanding Your New Collective Agreement
	Noon		
1:00 pm to 4:00 pm	How to Influence Others	Conducting an Internal Investigation	Q&A: Correcting Employee Behavior - Discipline and Documentation



CONTINENTAL BREAKFAST

FOR HR/HR MANAGERS		MANAGERS	
of Social Attract and ng Social	Is Your Wellness Strategy Burning You Out?	Growing Great Employees	Turn Your Thinking Upside Down: Strategic Supervision

LUNCH

of Social Attract and ng Social	Is Your Wellness Strategy Burning You Out?	Growing Great Employees	Turn Your Thinking Upside Down: Strategic Supervision
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NETWORKING RECEPTION

CONTINENTAL BREAKFAST

	MANAGERS		
standing ollective ents	From Radio Babies to Facebook Junkies: Managing a Multi-Generational Workforce	Motivating Strategies	The Power of Inclusiveness

LUNCH

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Is Your Wellness Strategy Burning You Out?

Deborah Connors, Well-Advised Consulting Inc.

Are you attempting to manage a wellness strategy off the side of your desk? Do you feel like your efforts to promote wellness for everyone else are leaving you burned out? Don't worry developing a wellness culture is easier than you think!

Deborah will share stories of easy-to-implement processes that are transforming real workplace cultures for the better. While there is no 'quickie' solution to improving health – for people or organizations – there is a different approach that can be taken!

Participants will get hands-on practice in using easy-to-implement tools throughout the workshop in small group activities. You will also hear and experience success stories from many organizations, including member agencies.

Participants will learn:

- How workplace culture impacts all aspects of your organization.
- A three-step process to begin a culture shift.
- 5 low cost/no cost tools that you can use to influence a wellness culture.
- Success stories from member agencies.

Deborah Connors started her career in a very dysfunctional and unhealthy work environment, but deep down knew there had to be a 'better, healthier way to do business.' This resulted in her vision to develop The Better Workplace Conference, a national event that she successfully led for 17 years. This powerful initiative created a whole generation of health and wellness professionals and a huge community of practice. She has brilliantly distilled the knowledge of hundreds of thought-leaders that she brought together each year through this forum, combining it with her own leadership experience and success in community engagement.





Motivating Strategies

Dr. Joan Deeks, Advantis Consulting Group

Sponsored by Optum

Did you know a well-known study found that the top five workplace motivators were non-monetary? In fact three of the five required little or no financial resources and very little time to implement. Yet, employers continue to think that money and position are what drive people, while ignoring better more cost effective motivation tools.

Aimed at managers, this session will review the tools available to motivate employees and the right way to use them.

Participants will learn:

- Why motivating strategies are important.
- The top five non-monetary methods of motivation.
- Key ways to recognize and motivate employees that change behaviour.
- Why employees leave organizations.

Dr. Joan Deeks is President of Advantis Consulting Group, which since its inception in 2000, has trained over 5,000 individuals in leadership and management effectiveness. Joan has over 25 years of experience in corporate management. In 2011, Advantis Consulting Group entered into a partnership with Optum to provide leadership and management training to their clients. Joan is also the founder of the HRMA Labour Relations Roundtable of BC, an adjunct university professor in leadership and management studies, an active mentor to young corporate leaders, and the first consultant in Canada to be certified in the Hersey model of Situational Leadership.





Conference Sessions

Q&A: Understanding Your New Collective Agreements

Bela Barros, Terry Honcharuk and Vanessa Wong, CSSEA

Many significant changes have come into effect regarding management rights, as a result of the ratification of the 2014-2019 collective agreements. During this interactive question and answer session CSSEA staff will outline the changes to Article 29.4 (Harassment Protocol), Article 24.3 (Appointment Policy), and the new language defining premiums.

Ideal for human resource and labour relations managers this session will ensure your agency is leveraging the changes to their greatest benefit. Bring your questions.

Participants will learn:

- The new Harassment Protocol (Article 29.4).
- The changes to Appointment Policy (Article 24.3).
- The new language defining premiums and its effect on calculating hourly pay.

Bela Barros joined CSSEA in 2007 and is the duty HRLR Consultant responsible for special projects. In addition to her responsibilities at CSSEA, Bela is in the process of completing the Human Resources Management Certificate at BCIT.

Terry Honcharuk joined CSSEA in 2013 and is the Manager of Bargaining Services and an Advocate in Legal Services. Terry has practiced labour law since 1994 representing both unionized employees and employers, most recently with the Health Employers Association of BC.

Vanessa Wong joined CSSEA in 1999 and is a Senior Consultant in HRLR Services. Prior to joining CSSEA, Vanessa worked at BC Hydro in the employment and resource centre coordinating recruitment and outplacement services. Her speciality is training, collective bargaining and collective agreement interpretation. Vanessa provides HRLR services to CSSEA members in the Lower Mainland.





Conference Sessions

Q&A: Correcting Employee Behaviour - Discipline and Documentation

Jessica Gregory, Terry Honcharuk and Jennifer Nuttall, CSSEA

Do you know the importance of discipline and documentation when managing workplace issues, as a result of poor employee behaviour?

Understanding the principles of progressive discipline, the proper ways to use discipline and the importance of documentation is essential for effectively addressing workplace issues. This interactive session will address issues relating to culpable and non-culpable behaviour and the disciplinary process.

This session will also underline the importance of proper documentation and why it is often critical to an effective disciplinary process. Bring your questions.

Participants will learn:

- The difference between discipline and punishment.
- The keys to effective progressive discipline.
- The importance of proper documentation of discipline when addressing grievances.

Jessica Gregory joined CSSEA in 2005 and is the Executive Director of HRLR and Legal Services. Jessica focuses much of her efforts on the development of proactive human resource strategies for employers in the social services sector. Jessica has represented employers at the Labour Relations Board, and arbitration panels on a variety of sectoral issues. Prior to her career in law, Jessica worked as a Controller for an internationally-focused small business.

Terry Honcharuk joined CSSEA in 2013 and is the Manager of Bargaining Services and an Advocate with Legal Services. Terry has practiced labour law since 1994 representing both unionized employees and employers, most recently with the Health Employers Association of BC

Jennifer Nuttall joined CSSEA in 2007 and is the Manager of Policy and Internal Affairs and an Advocate with Legal Services. A graduate of the University of Ottawa Common Law Program, Jennifer is a member of the Law Society of British Columbia and the British Columbia Bar Association labour, employment and human rights law subsections. Jennifer's region of service is a portion of the Lower Mainland, the Sea to Sky corridor and the Sunshine Coast. Jennifer's speciality is advocacy and legal research.





Conference Sessions

The Power of Inclusiveness

Fiona Easton, TELUS

British Columbia prides itself on having successful, diverse communities with strong support from individuals like you. Understand how to leverage our province's diversity in the workplace through the power of inclusiveness.

Working together we will explore the various components of Canada's diverse culture, sharing ideas and gaining insight into how we can continue to evolve safe and caring communities.

This session will be a combination of real life case studies, group and instructor lead dialogue along with experiential exercises identifying the power of inclusiveness in our workplace and the communities where we live and serve.

Participants will learn:

- About understanding and creating awareness around unconscious bias.
- How diversity and inclusiveness impacts their organization, culture and community.
- How to leverage diversity of thought.

Fiona Easton is a long-standing TELUS team member with many years of experience within the telecommunications industry. As the Manager of Diversity & Inclusiveness at TELUS, she works with leaders and team members to embrace a culture of diversity and inclusiveness in all areas of TELUS and enabling the TELUS culture and workplace practices to support and encourage diversity of thought.

Fiona is passionate about her role in promoting the value of diversity and inclusiveness and is driven to foster a strong cultural brand of inclusiveness that embodies the foundation of human equity.





Turn Your Thinking Upside Down: Strategic Supervision

Valarie Austen, 3e Training Inc.

Enhance your leadership style and become a more effective supervisor or manager by turning your thinking upside down. Learn how to develop teamwork, motivate employees and create a positive workplace culture based on purpose and values by nurturing a team-based self-managing work environment.

Participants will learn:

- The process of developing employees, maintaining performance and motivating for results.
- To communicate with inspiration and clarity so as to lead employees in a direction that achieves individual and organizational results.
- The importance of coaching people and what is needed to develop coaching skills that will help you help others achieve results.
- How to better appreciate people's differences and recognize that they require different things to be motivated.

Valarie Austen, a Director of 3eTraining Inc., is a seasoned, highly-skilled professional with a diverse portfolio of specialized management and staff training programs. She specializes in supervisory skills development, leadership styles and group dynamics.

Valarie is a graduate of the University of Victoria (UVIC) in Adult and Continuing Education and has completed the Justice Institute's Certificate of Conflict Resolution Program. Over the years Valarie has taken on volunteer roles including a board member for the Victoria Quality Council, a member of the Canadian Society for Training and Development, as well as a Board Member for the Vancouver Island Chapter and a Board member of the Continuing Adult and Continuing Education Advisory Committee at UVIC.





Resolutions

Resolutions may be proposed to the AGM by the board, a panel or a member.

CATEGORIES OF RESOLUTIONS

Resolutions generally reflect one of two categories:

1. Special Resolution - an amendment to the association's Constitution and Bylaws.
2. Policy Resolution - a policy direction or action that falls within the mandate of the association and requires action to be taken by the board or staff.

SUBMITTING RESOLUTIONS

If you wish to submit a resolution, please contact Kathie Best, Director, Corporate Services, at 604.601.3107 or 1.800.377.3340 extension 107. The deadline for the submission of resolutions is October 3, 2014.

After the deadline, resolutions may be heard at the AGM if submitted in writing to the AGM Chair and approved by the board for consideration.





Elections

ELECTING PANEL MEMBERS

Elections will be held during the AGM divisional sessions to elect four members for two-year terms to the Community Living Services Panel and the General Services Panel. The Aboriginal Services Panel is not required to hold elections; its panel members are elected by acclamation.

Ballots for the panel elections will be distributed to voting delegates at registration. Please note that lost ballots will not be replaced. Ballot boxes will be located in each divisional session room for divisional voting. Weighted voting will apply. Vote entitlement will be determined per Schedule 1 of the Constitution and Bylaws and based on the number of bargaining unit full-time equivalents (FTEs) in each member agency.

HOW TO RUN FOR YOUR DIVISIONAL PANEL

If you are interested in submitting your name as a candidate for your divisional panel, you must be a board member, owner or the senior management employee (i.e. executive director or chief executive office) of a member in the division and meet all of the election criteria set out in Bylaw 9.05. If you meet the criteria, we encourage you to:

- Complete a Candidate Form and return it to CSSEA by October 3, 2014. Candidate names will be posted to the 2014 AGM website. The Candidate Form can be downloaded from our website or obtained by contacting CSSEA, or
- Let your name stand for nomination from the floor during your divisional session.

NEW PANEL MEMBERS

One position per panel is reserved for a candidate who has never served as a panel member or who has not served on a panel for a period of at least four years.

BOARD OF DIRECTORS

The process to select panel members to the board of directors is determined according to Bylaw 7.05. Each panel will meet following the AGM to select its representatives to fill the vacant seats on the board.





Elections

ROLE OF THE PANEL

The general mandate of the panels is outlined in Bylaw 9.06 and can be found in the panel member toolkit available on the website.

Panel members execute the following in conjunction with other panel members:

- Select divisional representatives to serve on the board of directors.
- Appoint divisional representatives to serve on the divisional bargaining team.
- Participate in the development of the association's strategic plan.
- Support the strategic direction of the association.
- Provide direction to the association on all member initiatives and serve as a reference group, as required.
- Assist with conference and AGM planning.
- Serve as divisional leaders within their membership division.
- Communicate with their divisional members.
- Bring forward member issues to the board.
- Represent and communicate the substance and intent of the association's initiatives, policies and decisions in other social services members' forums.
- Enhance the association's public image.

RESPONSIBILITIES OF THE PANEL

It is expected that panel members will fulfill the following responsibilities:

- Be available to attend panel meetings which take place in Vancouver, four times per year.
- Chair regional meetings in their area (some travel may be required).
- Attend the AGM.
- Act honestly, in good faith and in the best interest of the association.
- Be well informed on issues and agenda items in advance of meetings.
- Contribute skills, knowledge and experience when appropriate.
- Listen respectfully to other points of view.
- Participate in decision-making.
- Educate themselves about the needs of the members.
- Exercise the care, diligence and skill of a reasonably prudent person.
- If appointed by the panel, serve as a member of the board of directors.





Minutes

The 2013 Annual General Meeting (AGM) was called to order on Tuesday, October 1, 2013 at 1:33 pm at the Vancouver Island Conference Centre in Nanaimo, BC by the chair of CSSEA's board of directors, acting as AGM chair.

The chair presented the following credentials report: 79 registered agencies eligible to vote.

BE IT RESOLVED THAT the agenda for the 2013 AGM as outlined in the on-site program be adopted as presented. M/S/C

BE IT RESOLVED THAT the 2013 rules of order as presented in the on-site program be accepted. M/S/C

BE IT RESOLVED THAT the minutes of the 2012 Annual General Meeting as distributed to members in the July 2013 AGM package be accepted. M/S/C

The chair presented the report from the board of directors and highlighted some of the significant activities that occurred over the past year including the improvement of services to members and the provision of additional services; the 2012-2015 Strategic Plan; a new vision statement; the sector data project; the HR Practitioners' Group meetings; the successful conclusion of bargaining for each division which provided a modest wage increase; the improvement of communications with the membership; and the funding ministries' decision to not

globally address the additional costs of funding the new collective agreements. The chair thanked the board and panel members for their support and dedication over the past year.

BE IT RESOLVED THAT the report from the board be approved as presented in the 2013 Annual Report that was included in the delegate kits. M/S/C

On behalf of the treasurer, the chair presented the Treasurer's Report which included advising that the statements of operations and accumulated surplus and statements of financial position were included in the 2013 Annual Report that was distributed to members and included in the delegate kits. The complete Audited Financial Statements are available to members on the CSSEA website. For the year ending March 31, 2014, the board of directors approved an operating budget with \$3.024 million in expenditures and revenues are forecasted at \$2.819 million. The \$205 thousand excess expenditures over revenues will be funded from the accumulated surplus. The chair, on behalf of the treasurer, thanked the finance committee for their input over the past year.

BE IT RESOLVED THAT the 2013 Treasurer's Report be adopted as presented. M/S/C

The chair advised that CSSEA has





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partnered with the Health Employers Association of BC and the Post-Secondary Employers' Association in a joint tender process for audit services commencing April 1, 2015. By partnering with these other employers' associations we are hoping to realize cost savings as well as an increase in service from our auditors. For the period 2013-2014, CSSEA will remain with Deloitte LLP as our auditors.

BE IT RESOLVED THAT the accounting firm of Deloitte LLP, Vancouver BC be re-appointed as the auditors of record for the period October 2, 2013 to October 21, 2014. M/S/C

The Chief Executive Officer (CEO) addressed the membership and thanked the sponsors of this year's AGM and fall conference for their generosity. He asked the delegates to refer to his CEO Report, as provided in the 2013 Annual Report. The CEO in addition to his report, highlighted that he met with the former CEOs the previous evening; he would like to position CSSEA to be a more effective voice in the sector; the budget is balanced; the HRLR Services team has engaged with the sector more this past year than in any other; WorkSafeBC projects are reducing premiums; and that it was a year that was dominated by collective bargaining. The 2012-2014 bargaining mandate was difficult for all sectors, but particularly social services. At this time, bridge funding or a

global lift is not being offered and the unions do not wish to meet until the new wages are being paid by all agencies. Looking ahead, the unions are already in discussions for the next round of bargaining which is anchored on a funded mandate. He advised that he respects the position the membership is taking as it is in the best interest of their employees and clients. He asked that members consider the position they take now and in the future.

Divisional sessions were held. Following the divisional sessions, during which CSSEA staff representatives were asked to leave, a joint divisional session was held also without staff.

The general session resumed.

BE IT RESOLVED THAT the 2013 Annual General Meeting be adjourned until a future date. M/S/C

It was noted that the AGM must be held within 15 months of the previous AGM. The chair, hearing no further business, declared this meeting adjourned at 4:20 pm.

The 2013 Annual General Meeting was reconvened and the meeting was called to order on Thursday, November 14, 2013, at 8:33 am at the Sheraton Vancouver Wall Centre, Vancouver, BC by the chair of the board of directors, as AGM chair.

The chair presented the following credential





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report: 64 registered agencies eligible to vote.

BE IT RESOLVED THAT the agenda for the continuation of the 2013 AGM provided at registration be adopted as presented. M/S/C

The CEO outlined how the community social services sector fits within the broader public sector, where it represents approximately 3% of the funding and less than 4% of the total number of employees. He noted CSSEA is currently engaged with the CSSBA in exploratory discussions regarding the 2014 collective agreements, which he expects will be concluded no later than December 15. Government is interested in securing labour stability and cost certainty with longer collective agreement terms and, above all, enabling them to balance the budget. While CSSEA, with membership representatives on the bargaining team, negotiate the best possible agreements within the PSEC mandate, CSSEA does not speak for the funders nor can CSSEA predict if, at some point in the future, there could be changes to the contract templates. However, we do ensure funders are aware of the financial implications of the new agreements and convey to members the outcome of those discussions. In the end, there are no absolute guarantees and each voting member needs to look at all the options carefully and decide what is best for their agency.

The CEO addressed the reason for the continuation of the 2013 AGM and responded to questions from the floor. Members expressed their concerns which included: inability to have reassurances regarding the funding of a collective agreement; the need for more communication between CSSEA and the membership; impact of staff layoffs; and more importantly the low level of trust as a result of how funding was addressed in the last round of bargaining and the impact it has had on member agencies. Further discussion took place with a number of the same questions being revisited by the delegates.

A joint divisional session was held which was followed by divisional sessions.

The general session resumed.

The chair of the Community Living Services divisional session, presented the Community Living Services divisional report, and announced that those panel members whose terms ended at this AGM have been re-elected and the representatives on the bargaining team will remain the same. She also reported that the group expressed a lack of trust between members and CSSEA; concern with the communication; last minute directives from PSEC; structure of public sector bargaining; and the risk that members may not ratify future agreements without having a commitment in writing from





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government and/or funders. The division prepared a resolution to be presented to the general session. The Community Living Services Panel is comprised of: Janice Barr, Fernando Coelho, Bill Fildes, Brenda Gillette, Eileen Howells, Tony Laing, Sheri McCluskey, Lilla Tipton; with Brenda Gillette, Janice Barr and Fernando Coelho serving on the bargaining committee, and Lilla Tipton and Tony Laing as alternates.

The chair of the General Services divisional session presented the General Services divisional report, and announced that Kelley Williams, Michael McCoy, Sanjay Gulati, Lois Wynne and Craig Monley had been elected to the panel. She reported that the discussion included the requirement for updated versions of the collective agreements; as well as discussions on process and receipt of ten bargaining topics (articles) from CSSEA. The division prepared a resolution to be presented to the general session.

A representative for the Aboriginal Services divisional session presented the Aboriginal Services divisional report and announced that the members of the Aboriginal Services division were re-appointed to the Aboriginal Services Panel by acclamation. Bernadette Spence and Colleen Spier have been selected to represent the division on the board and Judy Smith and Colleen Spier, with Bernadette Spence as an alternate,

have agreed to participate on the bargaining team.

The chair called a meeting of the board of directors to consider the two motions put forward.

The general session was adjourned.

The general session resumed. The chair reported that the board approved the presentation of the two motions to the membership for consideration.

DR-2013-01

BE IT RESOLVED THAT a committee of members, comprised of all divisions, be formed to address the relationship issues between the membership and CSSEA.
M/S/C

DR-2013-02

BE IT RESOLVED THAT the board, in consultation with the panels and the membership, with CSSEA will put together a plan to build trust with members. M/S/C

In closing, the chair welcomed the new members elected to their divisional panels and reminded the membership that next year's AGM will be held October 21-23 in Vancouver.

The chair, hearing no further business, declared the meeting adjourned at 1:48 pm.





Thank You

Our thanks and appreciation to the panel members and board of directors for their dedication to the association and its members.

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)

Bernadette Spence – **board member**

Vancouver Aboriginal Child and Family Services Society

Colleen Spier – **board member**

Island Métis Family and Community Services Society

Karen Wainwright / Lyndale George

Haida Child and Family Services Society

Community Living Services

Janice Barr – **board member**

Richmond Society for Community Living

Fernando Coelho

posAbilities Association of British Columbia

Brenda Gillette – **board member**

Chilliwack Society for Community Living

Eileen Howells

Vernon and District Association for Community Living

Tony Laing

Penticton & District Society for Community Living

Sheri McCluskey

Malaspina Community Resource Services Ltd.

Lilla Tipton – **board member**

Inclusion Powell River Society





Thank You

General Services

Liz Barnett – **board member**

North Shore Disability Resource Centre Association

Brenda Byberg

Haida Gwaii Society for Community Peace

Sanjay Gulati

Mission Community Services Society

Michael McCoy

Touchstone Family Association

Craig Monley

Okanagan Boys and Girls Clubs

Anne Nikon – **board member**

W.J. Stelmaschuk and Associates Ltd.

Kelley Williams

Robson Valley Support Society

Lois Wynne

Sea to Sky Community Services Society

Government Board Representatives

Len Dawes

Ministry of Social Development and Social Innovation

Rob Mingay

Public Sector Employers' Council Secretariat

Anne Minnings

Ministry of Children and Family Development

Doug Woollard

Community Living British Columbia

AGM Planning Committee

Satvinder Basran

Keys: Housing and Health Solutions Society

Brenda Byberg

Haida Gwaii Society for Community Peace

Eileen Howells

Vernon and District Association for Community Living

Tony Laing

Penticton & District Society for Community Living

Sheri McCluskey

Malaspina Community Resource Services Ltd.

Lois Wynne

Sea to Sky Community Services Society





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