



# 2015-2018 Strategic Plan

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## Introduction and Purpose

This document sets out the Strategic Plan for the Community Social Services Employers' Association (CSSEA) for the period FY15/16 through FY17/18. The plan documents: goals, objectives, strategies, high-level timings, responsibilities, resources and key performance indicators/deliverables.

This plan builds on the 2012 – 2015 Strategic Plan developed by the board, stakeholders and staff and endorsed by CSSEA's Board of Directors in May 2012. Much has been accomplished in the intervening years and it was determined that the outline and key attributes of the 2012 – 2015 Plan are still valid and relevant.

Indeed as this planning process proceeded, it carried forward into this 2015 – 2018 Strategic Plan some of the incomplete earlier projects, extended completed, successful projects by identifying new requirements, and based on emerging challenges, identified new initiatives.

The updated plan is action-oriented and will continue to guide the evolution of the organization within the sector.

Once fully developed, the plan will be endorsed by CSSEA's Board of Directors. Following that, Operational Plans will then be completed. The intent is to review the progress and update the Strategic Plan on an annual basis.

This document is laid out in the following sections:

- (i) *Approach* – describes the consultative approach to developing this plan.
- (ii) *Context* – provides a very high-level overview of the external and internal environment in which CSSEA operates.
- (iii) *Mandate, Vision & Guiding Principles* – the mandate is presented followed by an updated vision and guiding principles for CSSEA.
- (iv) *Focus Areas, Goals and Objectives* – identified areas of focus and broad goals

are listed, followed by summary tables for each goal that outline the key objectives, strategies, timelines, resources, etc.

## Approach to Developing the Strategic Plan

This plan was developed in consultation with the CSSEA Board, General Services, Community Living Services, Aboriginal Services Panels, and BC Government funding organizations.

The approach to developing the Strategic Plan included consultation with stakeholders to understand the internal and external environments, including:

- (i) *Background Document Review* - A review including, for example, previous Strategic Plans, CSSEA's current operating plans and documentation and Service Plans from various ministry funders.
- (ii) *Workshop* - a 1-day strategic planning workshop was held on June 8, 2015 facilitated by Ernst & Young. Participants included: the Board of Directors; General Services, Aboriginal 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 and Ministry of Social Development; and, CSSEA CEO and Senior Management. In total there were 22 participants in the session. The session included a review of progress on the previous Strategic Plan, and discussion of the internal and external environment, for the participants to consider throughout the workshop.

Content was then developed by participants during the workshop, as input for this plan.

## Context

CSSEA provides collective bargaining, labour relations (LR) and human resources (HR) services to its members and associates throughout the community social services sector.

### External Environment

The Strategic Plan needs to consider the environment in which CSSEA operates. Some key factors identified include:

- CSSEA is operating in a highly diverse and complex sector
- Members are faced with a number of external pressures to provide more services in an increasingly tight fiscal environment
- The policy landscape is continuing to evolve and mature. Funders and legislated bodies such as BC Government ministries and PSEC will continue to evolve service delivery models and approaches to collective bargaining over the coming years
- Funding organizations have different approaches and data requirements
- Increasing complexity and volume of reporting requirements gives rise to the need for improved data collection
- Talent attraction and retention continues to be a significant challenge in the sector
- Management compensation is becoming an increasing concern of member agencies, particularly for compression and inversion, which could increase the risk of quality service delivery within the sector
- A new round of bargaining will begin to ramp up in 2018
- As CSSEA becomes more entrepreneurial, resources will require balancing to ensure it is not to the detriment of core services
- Increasingly the sector is encouraged by government to share services with other employers' associations and between service providers

### Internal Organization

CSSEA is a relatively small organization with limited capacity that has dedicated and knowledgeable staff that provide core LR and basic HR services to members. Its strengths include its responsiveness, its objectivity and insightfulness, and the data collection for the purposes of collective bargaining and enabling stakeholders' effective decision-making.

Some key considerations of the internal environment include:

- Earlier preparation and collection of data for the next round of bargaining (2019)
- Earlier collection of annual wage increases & comparables to facilitate decision-making
- Varying capacity of member agencies to better manage their own HR / LR matters
- Succession planning, taking into consideration the size and nature of employers' associations
- Continuing to expand Member Boards' and Panels' understanding of CSSEA's services

## Mandate

CSSEA was established in 1994 under the Public Sector Employers Act (Bill 78). Its mandate is defined under the Act:

- To assist the Public Sector Employers' Council (PSEC) in carrying out any PSEC objectives and strategic directions of the Council
- To act as the bargaining agent for its membership
- To coordinate human resources practices, collective bargaining, benefit administration, and compensation for non-contract employees in the social services sector
- To foster consultation with social service sector unions
- To provide services to non-members where there is a community of interest, on a fee-for-service basis

## Vision and Guiding Principles

CSSEA's vision and guiding principles were modified by participants during the Strategic Planning workshop.

### Vision Statement

Leader in Human Resources and Labour Relations and trusted advisor to our membership and government for the community social services sector

### 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.

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

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.

## Focus Areas and Goals

Three focus areas were identified Government Policy and Relation, Business Operations and Services, and Member Engagement that encompass four broad goals.

These are listed below.

### Government Policy & Relations

- Continue to enhance its status as a trusted advisor to members and government on HR & LR issues in the sector.

### Business Operations & Services

- Continue to explore new added value services.
- Continue to provide excellent core services.

### Member Engagement

- Maintain excellent member relations

For each goal, initial objectives and strategies were identified. These will be developed further by the CEO and Board of Directors.

## Focus Area – Government Policy and Relations

**Goal 1: Continue to enhance its status as a trusted advisor to members and government on HR & LR issues in the sector**

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Yr 1 Q1-Q4	Responsibility / Resources (Yr 1)	Priority *
Be the data repository for costing information in the sector.	<ul style="list-style-type: none"> <li>Continue to improve data collection and increase participation to inform members and government on HR &amp; LR issues and costing</li> <li>Seek funder input (e.g., MoH, CLBC, MCFD, etc.)</li> <li>Facilitate a consistent funding approach from all funders</li> </ul>	<ul style="list-style-type: none"> <li>98% or higher agency participation</li> <li>Provide equal access to aggregate data to all stakeholders</li> </ul>	<b>Q3 - 2015</b>	Eric	<b>1</b>
Review management and excluded wages in comparison to comparable positions in other relevant sectors.	<ul style="list-style-type: none"> <li>Review and assess management and excluded wages, in alignment with PSEC and other government initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Engage a third party or have CSSEA generate a sector report</li> </ul>	<b>Q3 - 2016</b>	TBD	<b>3</b>

## Focus Area – Business Operations and Services

### Goal 2: Continue to explore new added value services

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Yr 1 Q1-Q4	Responsibility / Resources (Yr 1)	Priority *
Support sustainability in the sector by increasing the organizational capacity of member agencies and through partnerships with external stakeholders.	<ul style="list-style-type: none"> <li>▪ Vendor preferred pricing programs</li> <li>▪ Common / preferred systems (e.g., payroll, training)</li> <li>▪ Continue executive coaching</li> <li>▪ Continue computer assistance program</li> <li>▪ Explore potential for additional services</li> <li>▪ Explore potential for shared services</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of preferred pricing opportunities for members</li> <li>▪ # of members participating in programs</li> <li>▪ Complete evaluation of current initiatives</li> </ul>	<b>Q4 - 2018</b>	<b>Gentil</b>	<b>2</b>
Continue to build and provide fee-for-service offerings to non-members.	<ul style="list-style-type: none"> <li>▪ HR as a managed function on fee-for-service</li> <li>▪ Collective bargaining</li> <li>▪ Explore potential for additional services</li> <li>▪ Evaluate impact on members before expanding non-member services</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of participants</li> <li>▪ \$ cost / resource impact on member services</li> <li>▪ \$ revenues for service</li> <li>▪ Member evaluation</li> </ul>	<b>Q4 - 2018</b>	<b>Gentil</b>	<b>3</b>

## Focus Area – Business Operations and Services

### Goal 3: Continue to provide excellent core services

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Yr 1 Q1-Q4	Responsibility Resources (Yr 1)	Priority *
Develop a strategy for delivering services that reflects diversity of members & complexity of sector.	<ul style="list-style-type: none"> <li>▪ Create an inventory of member services</li> <li>▪ Consult with members on service needs</li> <li>▪ Create mechanism to identify sector needs and group them by service division and/or topic-specific groups</li> <li>▪ Develop service level agreement (SLA) where applicable</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create mechanism to identify service needs</li> <li>▪ Develop SLAs where appropriate</li> <li>▪ Complete database of members services</li> </ul>	<b>Q2 - 2016</b>	<b>Gentil</b>	<b>2</b>
Grow HR/LR capacity in individual agencies.	<ul style="list-style-type: none"> <li>▪ Track HR/LR issues and support needs through the creation of a provincial grievance database</li> <li>▪ Update Employers' Guide / Best Practice Manual (perhaps use Advisory Group via HR/LR practitioners or agency experts)</li> <li>▪ Provide webinars / remote support</li> <li>▪ Provide mentoring opportunities for HR/LR practitioners</li> <li>▪ Regional meetings / training</li> <li>▪ Continue HR/LR practitioner meetings</li> <li>▪ Provided targeted HR/LR training services</li> </ul>	<ul style="list-style-type: none"> <li>▪ % members included in grievance database</li> <li>▪ # updated guides</li> <li>▪ # of regional meetings and/or education sessions</li> </ul>	<b>TBD</b>	<b>Gentil/Eric</b>	<b>2</b>



## Focus Area – Member Engagement

### Goal 4: Maintain excellent member relations

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Yr 1 Q1-Q4	Responsibility / Resources (Yr 1)	Priority*
Be transparent to members in communications, and ensure clear roles, responsibilities and processes.	<ul style="list-style-type: none"> <li>Improve processes to provide timely and clear information</li> <li>Continue with CEO monthly updates</li> </ul>	<ul style="list-style-type: none"> <li># of agencies contacted per year</li> <li>Communication survey results</li> </ul>	<b>Q3 – 2018</b>	<b>Gentil</b>	<b>1</b>
Ensure member agencies are the priority for core services.	<ul style="list-style-type: none"> <li>Develop processes to make sure response standards for core services are achieved</li> <li>Monitor performance and delivery of core services</li> <li>Collect member feedback annually</li> </ul>	<ul style="list-style-type: none"> <li>Member service survey results</li> <li># response times</li> <li># of audits</li> </ul>	<b>Q3 - 2018</b>	<b>Gentil</b>	<b>3</b>
Foster high member engagement.	<ul style="list-style-type: none"> <li>Showcase HR practitioners within the sector</li> <li>Foster meaningful opportunities for members to meet each other and CSSEA staff</li> <li>Provide data to support members' decisions with aggregate data and analysis</li> </ul>	<ul style="list-style-type: none"> <li># attendance at events</li> <li># of website hits</li> <li>% participation in committees</li> <li># of webinars</li> <li># of regional forums</li> </ul>	<b>Q3 - 2018</b>	<b>Gentil</b>	<b>1</b>