

CSEA Structure The Association

Publication 203


MEMBERSHIP EDUCATION PROGRAM



AFL-CIO

California School
Employees Association

*Our mission: To improve the lives of our
members, students and community.*

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INTRODUCTION

A person enters CSEA through the local chapter. By joining or forming a CSEA chapter, members also join a union with statewide jurisdiction, influence and strength: the California School Employees Association. This parent “Association” is comprised of over 750 affiliated local chapters throughout the state of California. The individual CSEA member ties into, and becomes an integral part of, the activities, programs, services and democratic processes of the Association through the local chapter.

CSEA chapters provide the members direct access to the union, its officers and its democratic processes. Members feel comfortable participating in the grassroots democracy of the chapter because they understand the system, know the people, and *can get things done*. These same active chapter members are often intimidated by the sheer size, power and complexity of the Association, not realizing they also have the power, right and duty to “get things done” in the parent union.

CSEA, the Association, is not a monolithic organization separated from and beyond the control of individual members and chapters. Nor is it merely a service organization established to provide group insurance benefits, staff representation in collective bargaining, and political influence in Sacramento. Despite its size and despite its complexity, CSEA’s structure at the Association level is designed to be no less democratic and no less accessible to the members than the governing structure of the local CSEA chapter.

To make the Association’s system work for them, members first need to know how the system works. This module discusses the structure of the Association in three parts:

➤ **THEORY OF THE ORGANIZATION.**

How the political and staff structures of the organization interact with one another to provide effective representation and beneficial member services while still preserving union democracy.

➤ **THE POLITICAL STRUCTURE.**

How union democracy works throughout the Association.

➤ **THE STAFF STRUCTURE.**

How CSEA employees and services are organized to benefit the members and give meaning to union democracy.

THEORY OF THE ORGANIZATION

While the CSEA chapter is a vital part of the organization and is the base for member ownership, participation and control, CSEA is not merely a loose confederation of autonomous local chapters. When a local chapter is chartered it not only shares in the benefits of CSEA programs and services, it also becomes subject to Association policies, procedures and rules. Through participation in CSEA's democratic processes, the chapter and its members, acting in concert with the other affiliated chapters, have a voice in determining the content of the rules they have agreed to abide by.

The relationship between a chapter and the Association can be compared to the relationship between a state and the federal government, or between a local school district and the state government. A CSEA chapter still has a wide degree of discretion in taking any action within its jurisdiction so long as the action is not in violation of the **constitution, bylaws, standing rules or policies of the Association.**

Governing and managing a democratic union the size of CSEA necessitates the establishment of a complex, democratic system. Without a formal system of checks and balances, union democracy would suffer and the running of CSEA would be open to domination by a few people who may have the time, resources and inclination to control the policies of the organization.

The primary question is: How do we retain democratic member control of a large, bureaucratic union while still maintaining efficient services? Unlike a local CSEA chapter, the Association is simply too large to accommodate "town meeting" democracy. Since the advent of collective bargaining laws, the need exists to make the right decisions quickly—and not every issue can be subject to a referendum vote by the entire membership. But we still must have a democratic system where the individual member has an effective voice. The need for a strong Association, the very reason for an Association at all, must be reconciled with the over-riding need for an organization that is accessible and responsive to the members. Almost all democratic institutions face a similar dilemma: Do we keep the organization small to enhance democracy? Or do we make the organization grow to increase effectiveness, despite the possible erosion of democracy?

The early leaders of CSEA recognized the tendency of democracy to diminish with organizational growth. Being familiar with local political systems, and especially those of school districts, they created an Association structure patterned after traditional American democratic models. A keen observer might recognize the similarity between the structure of CSEA and the structure of a school district. For example, the following analogies can be easily drawn:

CSEA	SCHOOL DISTRICT
Bargaining Unit Employee . . .	Citizen
CSEA Member	Registered Voter
Board of Directors	School Board
Association President	School Board President
Executive Director	Superintendent
Other CSEA Staff	Public School Employees

There is, however, at least one very important difference enhancing democratic membership control of CSEA to a degree far exceeding the control American citizens have over their own government agencies. In the public political system of a school district, for example, the employees may also be citizens and registered voters, a multifaceted status based on the constitutional premise that **rights of citizenship are not relinquished** when a person becomes a government employee.

Within CSEA, however, **paid staff are formally separated** from the union's political structure. The employees of the Association **are not CSEA members** and do not have the power to vote in CSEA elections, or to decide policy questions.

In many other unions, the paid staff or paid full-time "officers" are either elected officials, or gain full-time paid status by using the influence of their political office, an office they continue to hold while working full-time for the union. Conversely, even CSEA members who are hired into staff positions by the Association give up their membership and thus lose any political power they may have had as members. Put another way, CSEA staff members do not have CSEA "citizenship."

Of course, as employees, CSEA staff members do have certain rights regarding their employment. These rights are guaranteed by law and the terms of the collective bargaining agreement between CSEA and AEU (Association Employees Union), the exclusive bargaining agent of CSEA employees. These rights do not include any right to vote on matters that determine the direction of the organization, a role zealously retained by the members who own and control CSEA.

This is not meant to imply a lack of staff concern and involvement with the work and goals of the organization at both the chapter and Association levels. CSEA hires an Executive Director who in turn hires staff members who are more than simple "technicians" in their field of expertise. They, like the CSEA members and leaders they serve, are dedicated to the mission of the union. They are hired to provide full-time assistance and advice on those aspects of CSEA activity falling within the purview of their jobs.

This separation of staff from CSEA's internal politics dictates an organizational structure unique among democratic institutions. The Association actually has two structures:

- **A political structure** designed to maximize both effective representation and democratic member control, and
- **A staff structure** designed to provide maximum service to the members and leaders of CSEA, consistent with the goals of the union.

Formally joined only at the top of the organizational hierarchy (via the Association President's relationship with the Executive Director), the two structures do interact with one another at all levels of CSEA activity. An example is the chapter's close working relationship with the assigned CSEA labor relations representative in collective bargaining matters. Despite the high degree of interaction between the two structures, separation is carefully maintained so that ultimate political power rests only with the member.

An appreciation of this organizational theory upon which CSEA is built will help you understand the formal and informal CSEA structures.

THE POLITICAL STRUCTURE

In moving from the structure of the CSEA chapter to that of the Association, democracy does not diminish. It merely becomes more complex and formal, with a system of checks and balances that ensure the members ultimately retain control of the union.

GEOGRAPHIC JURISDICTIONS

To be accessible and responsive to the members, an organization the size of CSEA must decentralize its operations, services and politics to some degree. The following “geographic” units are described here to help you get a better grasp on how CSEA is structured. Keep in mind, not all geographic subdivisions are purely political in nature and the progression from small to large is not in any way meant to represent a political hierarchy or “chain of command.”

The CSEA Bargaining Unit. Generally bargaining units are determined by the Public Employment Relations Board (PERB) and are thus imposed upon CSEA’s structure. Most bargaining units are geographically identical to the local chapter’s jurisdiction—but many chapters are composed of more than one bargaining unit. Bargaining units, per se, are not political bodies of the Association. Primarily operational and representational in nature, they may have political power within the local chapter and may, therefore, exert political influence on the Association.

The CSEA Chapter. As stated previously, the base of CSEA is the chapter whose jurisdiction is generally confined to the geographic boundaries of its members’ employer. There is, of course, some geographic overlap caused by high school chapters, community college chapters, county office chapters and multi-employer chapters, but generally CSEA chapters can be considered a geographical, as well as political, subdivision of the Association. Geographically, the chapter is the smallest unit in the formal structure of the Association.

The CSEA Region. For operational as well as coordinating purposes, CSEA groups several chapters together to form one of 100 regions within the geographical structure of the Association. A regional representative (RR) is appointed by the Association President to coordinate information and activities in each region. The presidents of each chapter are required to attend regional presidents meetings (RPMs) chaired by the RR to:

- Discuss chapter problems and proposals;
- Determine action to be taken by chapters on communications received from the Association;
- Ensure the communication channels between the Association and its chapters are open and functioning;
- Participate in training sessions relating to CSEA activities and programs; and
- Receive information from standing committee members, CSEA staff, and representatives of CSEA-endorsed programs and political candidates.

Regions are primarily operational rather than political entities. The actions of chapter presidents at RPMs do not have any formal effect on the policies of the union, and any action taken is usually by consensus rather than formal vote. Regions (and regional representatives) exist primarily to provide coordination and communication between local bodies and the Association.

The CSEA Area. The next largest geographical divisions of the Association are the ten areas, made up of the chapters within a designated geographical grouping of counties.

Each area is represented on the Association's Board of Directors by an Area Director who is elected by a vote of the chapters in the area.

POLITICAL JURISDICTIONS

While the geographical subdivisions of the Association are important in providing representation, coordination, information and other operational services, the direction of CSEA and its affiliated chapters is determined by an intricate democratic political system. This political system, based on the premise that members own and control the Association through the democratic process, is what separates CSEA from most other organizations.

Ultimately, all political power rests with the members of CSEA chapters. The provisions of the Association's Constitution and Bylaws are determined by democratically selected chapter delegates. When making policy decisions, the elected officers of the Association are responsible and accountable to the membership. In the final analysis, they must satisfy the members if they are to remain in office. Therefore, final authority is in the hands of the members, not the officers. Unlike the organizational chart of a business firm, in CSEA power flows from the bottom of the organizational pyramid to the top.

The Annual CSEA Conference. The governing body of the Association is the CSEA annual conference. Each chapter is allowed two delegates to the annual conference, plus additional delegates according to a formula based on total chapter membership.

In accordance with the terms of the chapter's constitution that was adopted by a vote of chapter members, chapter delegates are selected to attend conference. In most cases, delegates include specified elected chapter officers plus additional elected active members. (See Association Bylaws Article V, Section 2.)

All chapter delegates, together with the members of the Board of Directors, chairpersons of standing committees, life members, regional representatives and the executive board of the retiree unit constitute the voting strength at conference for all activities including the biennial election of officers.

The delegate assembly conducts officer elections biennially, votes for legislative programs, considers changes in the CSEA governance documents, approves the annual budget and reviews the yearly progress of the Association.

Resolutions to be decided by the annual conference may only be submitted by:

- Action of the Board of Directors meeting in legal session;
- Action by majority vote of chapter members in attendance at any regular or special chapter meeting; or,
- Action by the Retiree Unit Executive Board.

The Association Bylaws sets deadlines for the submission of resolutions well in advance of conference so the resolutions may be studied by the appropriate committees and publicized to chapter officers, potential delegates and the general membership. (See Association Bylaws, Article V, Section 6.)

Board of Directors. Ten Area Directors, elected by and representing the chapters within their respective geographical areas, along with the four Association offices of President, 1st Vice President, 2nd Vice President and Secretary elected by the delegates to annual conferences held in odd-numbered years, and the Past President, constitute the Board of Directors of the Association. This Board of 15 Directors runs the Association between annual conferences and decides policy consistent with the Association's Articles of Incorporation, Constitution, Bylaws, standing rules, and direction of the annual conference.

The Board of Directors employs an Executive Director who serves as the full-time general manager of the Association under the direction of the Association President.

Area Directors. The ten Area Directors are charged with the responsibility of representing the views of the chapters that elected them. All chapters thus have a voice in developing and implementing Association policy between conferences. Accountability to their constituencies is emphasized by the constitutional provision setting forth a method through which an Area Director can be recalled from office by the chapters in his/her area.

Area Directors are elected for two-year terms. Five of the directors are elected in odd-numbered years and the remaining during even-numbered years, thus providing continuity within the overall Board from year to year.

Association President. The Association President of CSEA is responsible for the administration of the Association's programs. He/she is chairperson of the Board of Directors and has the responsibility of ensuring issues submitted to the board are properly researched and prepared by the standing committees or CSEA staff.

The Association President supervises and directs the work of the Executive Director, with the advice of the Board of Directors. He/she is therefore the link between the political and staff structures of the Association.

The Association President also appoints the regional representatives from among the members of the Association. The regional representatives are an extension of the office of the President and serve at his/her pleasure. The Association President also appoints the political action coordinators.

Chairpersons and members of the standing committees are also appointed by the Association President with the advice and assistance of the other elected officers.

Association Vice Presidents. The 1st and 2nd Vice Presidents have specific constitutional duties and may be assigned additional responsibilities by the President or the Board of Directors. The 1st Vice President is next in the line of succession should the office of President become vacant.

Unlike the Area Directors who are elected by the chapters within an area, the Vice Presidents are elected by conference delegates. The offices thus provide a political balance of power between generally-elected and geographically-elected members on the Board of Directors.

Association Secretary. In addition to the important administrative duties of the office, the Association Secretary is a member of the Association's Board of Directors. Like the Vice Presidents, the Association Secretary is elected by a vote of the conference delegates.

Past President. The office of Past President guarantees a degree of continuity in the governance and administration of the Association's affairs. In addition to his/her duties as a member of the Board of Directors, the Past President acts as "counselor" to the elected officers.

To ensure the accountability of all Association officers, the Association's Constitution prescribes a method through which officers can be removed from office.

Standing Committees. The purpose of standing committees is to assist the Board of Directors and staff by providing research, review and advice in each committee's subject area. Standing committees include: budget, community college, conference, county office of education, education, insurance, legislative, merit system, political action, pre-retirement resource, public relations, research/negotiations, resolutions and scholarship.

Committee chairpersons and members are appointed by the Association President. As appointed officials, committee members and chairpersons have no formal political authority, though chairpersons of standing committees are voting delegates to the Association's annual conference.

Regional Representatives. Appointed by and responsible to the Association President, regional representatives (RR) are at the front line of Association activity, the chapter level. Regional representatives assist chapters by providing a means for the free interchange of information between the several chapters within a region and by ensuring chapter activity is consistent with the standards and policies of the Association. They do this by visiting chapters, conducting periodic regional presidents meetings (RPMs) and, when felt necessary, calling regional council meetings open to all CSEA members within the region. Regional representatives have the authority to appoint assistant regional representatives, and such other assistants as deemed necessary for the effective operation of the Association at the regional level.

Regional representatives have specific responsibilities and a degree of authority within the political structure of the Association. In certain situations, regional representatives are required to become involved in the internal political affairs of local chapters to protect the interests of the Association and its members who, by definition, are also members of the local chapter.

Regional representatives complete the political circle of CSEA democracy. It begins with the CSEA member's involvement in his/her chapter, flows to the annual conference's governance of CSEA, is channeled through the policy-making functions of the Area Directors and Association officers, returning, finally, through the regional president's meetings, back to the chapter and its members.

Retiree Unit. Operating under the umbrella of the Association, and under the control and direction of the Association's Board of Directors as authorized in Association Bylaws and through Board policies, the retiree unit operates to address the needs of retired classified school employees and retirees from other public agency bargaining units represented by CSEA. The unit is comprised of ten retiree districts organized along geographic lines. Each retiree

district contains retiree council units which are similar to CSEA chapters but are also chartered along geographic lines.

Coordination and direction of the council units' activities is achieved through an elected Retiree Unit Executive Board, which consists of ten retiree district directors elected by vote of the retiree council units chartered within their district (similar to CSEA Area Director elections), plus an Executive Board Chairperson and Secretary who are elected by vote of all retiree council units chartered statewide. As indicated above, the Retiree Unit Executive Board reports directly to and receives its guidance and direction from the Association's Board of Directors.

The Retiree Unit Executive Board may submit resolutions relating to retiree unit concerns for consideration at the annual conference, and each member of the board has a voice and vote at the conference.

Members of the retiree unit are often called upon to provide grassroots political action support for CSEA issues, and many participate on CSEA committees at the Association level.

THE STAFF STRUCTURE

CSEA is organized on the premise that after policy is adopted through its democratic procedures, it must be uniformly practiced to be successful. In an organization the size and complexity of CSEA, the volunteer work of members and leaders, essential though it may be to democratic member control of the union, is simply not available in sufficient quantities to get all of CSEA's work done.

Years ago it became apparent to the members and leaders of the union that it needed a full-time staff to handle the day-to-day administrative affairs and services of CSEA. As CSEA prospered and grew, it became necessary to increase the number of staff members. As the work of the organization became more complex, the scope of services provided by CSEA staff expanded in various directions.

ORGANIZATIONAL THEORY

CSEA staff is involved in virtually every aspect of CSEA activity, from direct representation in collective bargaining at the unit and chapter level to giving advice and counsel to the Association's Board of Directors. Despite this pervasive involvement in the affairs of CSEA, the formal and forced separation of the political and staff structures of the union has been maintained.

The staff structure of CSEA is more authoritarian than the Association's political structure. An authoritarian staff structure is necessary to ensure accountability and the continued separation of staff from the internal political affairs of the chapters and the Association.

At least on paper, a chart of CSEA's staff structure would look more like the typical organizational chart of a private company. Power and authority flows from the top of the pyramid (the Executive Director who is the only staff person having a formal relationship with the political structure), through an organizational hierarchy, to the staff members who provide direct service to the members, chapters, and units.

The formal political/staff relationship between the offices of Association President and Executive Director vests the Executive Director with the sole authority to direct staff in a manner consistent with the policies of the Association as determined by its political process. The Executive Director then disburses authority and responsibility by spreading it among the various staff and departments to provide the actual services of the organization. He/she does not, however, disburse political power. It is not transferable, being derived from the political structure to which the Executive Director alone is responsible.

The natural tendency of a union structure is to be all employees wide and one deep. Each employee is expected to have specific things to do and we expect the Executive Director to know all about everything that happens. However, the size and complexity of the Association demands a certain amount of decentralized authority. The work of the organization couldn't get done if the Executive Director had to make every decision in the direction of staff.

In the area of field operations, the front line of CSEA representational activity, a wide degree of discretion is given to field directors and labor relations representatives in implementing the policies and programs of the union at the

local level. The exercise of this discretion is tempered by the existence of an organizational hierarchy and reporting system meant to ensure this discretion is not abused.

Every act of a labor relations representative in the areas of collective bargaining or contract administration cuts across interests vital to the primary reasons for CSEA's existence, and can therefore be considered political in nature. The structure can't ignore the fact that politics, the essence of union dynamics, influences every decision made in negotiating contracts and the handling of grievances. The concepts of "right," "wrong," "justice," "fairness" and "equity," so often the major factors considered in the collective bargaining arena, are not purely objective concepts to be applied by a labor relations representative who is allowed to be no more than a "technician." Rather, they are politically subjective concepts which gain meaning only as they are applied to the political situation in the particular CSEA chapter and unit.

The formal organizational hierarchy in the staff structure is therefore a necessary, albeit artificial, decentralization mechanism used to increase effectiveness and efficiency in the field and to control staff encroachment into the internal political affairs of the organization at the chapter or bargaining unit levels.

The lines on the staff organizational chart often become blurred in practice, and the formal "chain of command" can't always be strictly followed. The representational work of CSEA often can be likened to an emergency—an emergency that must be resolved quickly by field staff acting in concert with the political leaders and the members of a chapter. Technical and political decisions during emergencies are often made on the spot, without obtaining formal clearance from higher political or staff authority.

To maintain the separation of the political and staff structures at the politically volatile chapter level, staff supervisors monitor and enforce the separation by ensuring specific and thinly drawn staff/political lines are not crossed. For example, a labor relations representative may influence the chapter members' decision on ratification of a collective bargaining agreement by speaking for, or against, the merits of the proposed contract, but in no case can the labor relations representative actually vote on the contract, or accept the contract without a vote of the chapter members.

DEPARTMENT STRUCTURE

The formal staff structure of the Association can be divided into four classes of functions:

- Executive and administrative functions.
- Internal housekeeping functions of audit and finance.
- Field functions of organizing and representational services.
- Technical staff functions of research, education, law, legislative advocacy, publications, and public relations.

These functions are divided into a number of staff departments, each reporting to the Executive Director. Generally, the departments assist and support the representational services provided in the field, but report to the Executive Director. There is also some overlap in the functions of some

of the staff departments, but exclusivity is not the rule and no one department is subordinate to another.

Executive Department. The Executive Director is the general manager of the Association. Under the direction of the Association President, and consistent with the policies of the Board of Directors, the Executive Director causes the line activities and programs of the organization to be implemented. All paid staff personnel function under the direction of the Executive Director.

The Executive Director controls the key functions of the Association's staff structure and sets the tone for staff involvement in performing the work of the organization. Much like the chief executive officer of a corporation, the Executive Director responds to the policies determined through the political system and provides direction to the staff members under his/her command. Despite the hierarchical shape of the staff structure, the direction provided is usually *general* rather than *specific*. Professional and technical staff in the various departments are given wide latitude in determining how the services of the Association are delivered to the membership. Generally, Executive Director control is exercised by specific directive only in those areas, and at those times, where the decisions may alter the general policies, goals and objectives determined by the Association's political structure.

The executive department, through the services of staff assistants, also gives administrative assistance to the political structure of the Association by providing coordination, advice and counsel in the areas of:

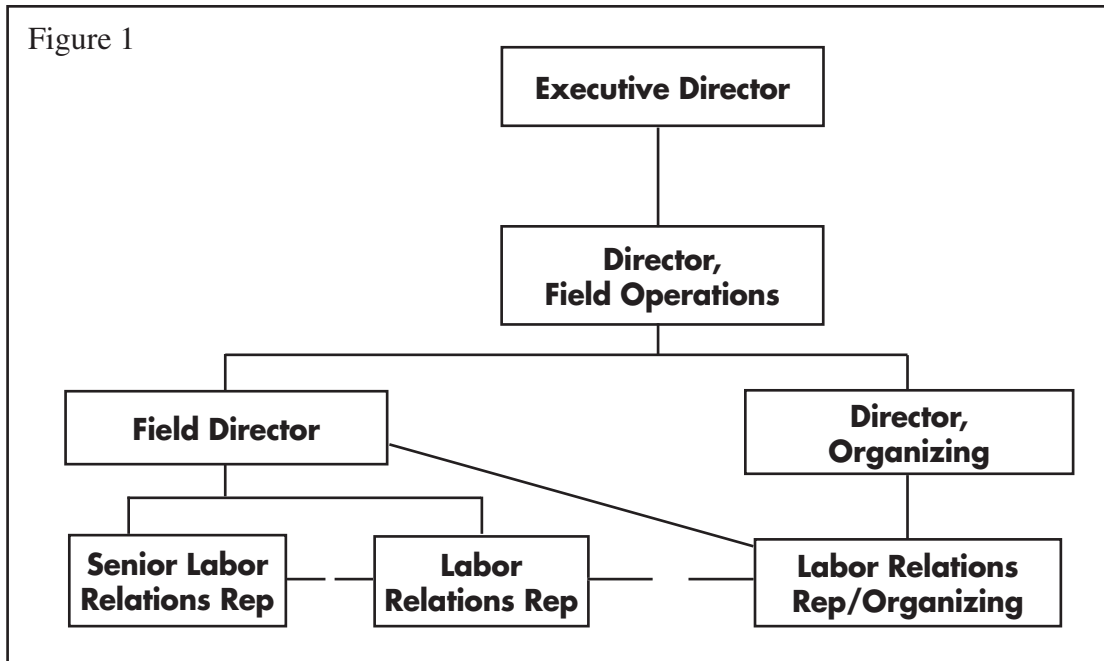
- the Association's constitution, bylaws, policies and procedures;
- officer election activities;
- standing committee activities;
- activities related to the annual conference;
- staff support for resolutions committee;
- managing of staff and member administrative details; and
- member and staff education and training.

Field Operations. The Director of Field Operations reports directly to the Executive Director, and is responsible for the activities of the departments of field operations, organizing and the field offices. For the reasons discussed earlier, this area of the staff structure comes closest to resembling a classical bureaucratic hierarchy. Figure 1 shows the relationships and reporting functions related to providing direct representational services in the field (see figure 1, page 14).

The staff assigned to this department are responsible for CSEA's representational activity throughout the Association. This includes representation in negotiations, contract administration, disciplinary hearings, membership recruitment, organizing, mobilizing, representation and decertification election activities, concerted activities and the filing of unfair practice charges.

The Director of Field Operations directly supervises the field directors in charge of each of the strategically located CSEA field offices. He or she also supervises the Director of Organizing who, in conjunction with the field directors, supervises the organizers.

Figure 1



The field directors, in turn, supervise the activities of the labor relations representatives and clerical staff assigned to the field offices. The field directors also have coordinating responsibilities with regard to the activities of organizers assigned to the field offices.

Labor relations representatives are generally assigned staff responsibility covering a number of local chapters in a geographical “service area.” They provide a full range of representational services to chapter and bargaining unit members. They are involved directly in negotiations, contract administration, organizing, mobilizing, administrative hearings, training, and enforcement of labor protective laws at the chapter level. Labor relations representatives coordinate their staff activities with the internal political activities of the assigned regional representative(s) within their service area. Labor relations representatives may be assisted in their work by senior labor relations representatives who provide consultation and guidance and by “floating” labor relations representatives who provide relief during periods of high activity.

Organizing Department. The organizing department is headed by a director who, like the field directors, reports to the Director of Field Operations. The Director of Organizing is responsible for developing and implementing a statewide organizing strategy, including obtaining units not represented and protecting against decertification attempts. Additionally, the department develops and implements “special” organizing projects designed to increase CSEA membership and strengthen CSEA chapters. He/she directly supervises the activities of the staff assigned to the department.

Human Resources Department. The Human Resources Department is responsible for the administration of all organizational personnel functions and training programs for staff. The Human Resources Department Director reports to the Executive Director.

Education and Training Department. As part of the Executive Department, the Education and Training Department is responsible for the administration of CSEA's non-representational education and training pro-

grams for both members and staff. The organizational skill development programs for members have been designed to give them the knowledge and skills they need to be moved into CSEA leadership. Personal skill development programs are also provided from "Team Building" to "Conflict Management."

Research Department. As part of the Field Operations Department, Research supports CSEA's activities by providing information on a variety of subjects including labor relations and public sector employment issues, education reform, salary and compensation trends and studies, negotiations, grievance and arbitration research, and budget analysis. Assistance to members, leaders and staff takes two forms: direct assistance via responses to requests for information, and, providing relevant resource material to members, leaders and staff.

Public Relations Department. The director is responsible for developing and implementing a coordinated public relations strategy that promotes and protects CSEA. Department staff develop written and graphic communications for distribution to Association leaders, members and the general public. They publish several publications—including CSEA's official publication, *Focus Magazine*; develop support materials for organizing and political action campaigns; maintain content on the Web site (csea.com); produce a variety of marketing, administrative, training and collateral materials; provide staff support to the Public Relations Committee; and maintain a network of media contacts throughout California.

Member Benefits/Services Department. The director is responsible for planning, direction, coordination and expansion of member benefits and services. Benefit programs include group insurance plans, entertainment and travel discounts, and discounts on household items. The staff provides technical assistance to and coordinates activities of the Association conference, insurance, pre-retirement resource and scholarship committees, as well as the retiree unit.

Legal Department. Under the direction of the Chief Counsel, the legal staff handles all litigation for the Association and its members, including proceedings before various public administrative agencies such as PERB, actions in state courts, and in Federal District Court to assert rights of members and/or the Association under federal law. The department also provides legal advice and workshops for members with off-the-job legal problems ranging from family matters, bankruptcy and real estate transactions to miscellaneous questions relating to small claims matters.

Governmental Relations. The Director of Governmental Relations and his/her assistant(s) coordinate the representation of the membership before the State Legislature, State Board of Education, State Community College Board of Governors, and other administrative/legislative units and tribunals. The department also coordinates statewide political action activities.

Chief Financial Officer/Finance/Accounting. The Association's Chief Financial Officer is an administrative staff position reporting directly to the Executive Director. The Chief Financial Officer directs a staff of financial service specialists who are responsible for maintaining all accounting records necessary to the Association. This includes the billing, collection, recording and accounting of member dues and all other cash receipts. The department also performs payroll, purchasing and contracting functions.

Information Systems Department. The Information Systems Director is responsible for design, implementation, operation and management of the Association's computer information systems, including mainframe computers and personal computer networks. All information processing programs and services are developed or coordinated by department personnel.

Office Services. The Director of Facilities and Real Estate Services reports to the Executive Director and supervises employees responsible for printing, reproduction, storage, mailing, warehousing, security and maintenance in support of CSEA operations. He/she also maintains all CSEA facilities.