Profile			
Jennifer	Seibert		
First Name	Last Name		
Pronouns			
Email Address			
Street Address		Suite or Apt	
City		State	Postal Code
What City Council dis	trict do you live in?		
☑ District 6			
Primary Phone	Alternate Phone		
The San Francisco Foundation	Senior HR Manager		
Employer	Job Title		
Which Boards would y	ou like to apply for?		
Civil Service Board: Subm	itted		

Submit Date: Sep 14, 2025

Interests & Experiences

Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.

My 30 years of HR experience working for first-in-class east bay employers (UC Berkeley, Peralta Community College District, Mills College and the Regional Government Services Advisory Group) heightens my ability to contribute to the mission of this board where I have and continue to... • execute and/or operationalized rules and guidance set forth in collective bargaining agreements • served on management negotiation teams • created pathways for effective employee engagement at all levels of employment • provide tactical and strategic leadership • develop operational effectiveness through technical • contribute to short and long-term business strategies • use metrics to drive data driven decisions • leverage right-fit partners to support organizational development • develop processes to support policy adaptation and align standard operating procedures to support evolving business practices I am known as a resourceful collaborator who is sensitive to the dynamics which affect interpretation of application rules and external regulatory guidance which affects how the employee/employer/regulatory relationships align. Because of my professional memberships in California Labor Public Employee Relations Association (CALPELRA) and my experience with CalPERS (California Public Employees Retirement System) and the Society of Human Resources Management (SHRM), I bring a unique body of experience and networks into my resource base. As a solution driven administrator who researches and drives the execution of policy, I work within the following frameworks when presenting a recommendation: SWOT analysis • Strengths of the prevailing recommendation • Weaknesses impacting the execution of the recommendation, risks involved in the assessment • Opportunities to affect positive change • Threats - external influences that may bring harm to the implementation With the challenges of the post covid-hybrid workplace, potential impact of the application and use of AI in our dynamic, diverse, and multicultural workplace, stakeholders in civil service work will be faced with evolving challenges affecting those who deliver and receive services from the city and its employees. In the ever-changing regulations driving compliance with local, state and federal regulations, I specialize in: • benefits administration • talent acquisition • budget/fiscal management • retirement planning • HRIS systems development • employer compliance in the ever-changing local, state and federal landscape I am known as an effective collaborator, sensitive to the dynamics which affect administering personnel best practices. With the challenges of the post covid-hybrid workplace, the impact and application of use of AI in our dynamic and diverse, multicultural workplace, will be faced with evolving challenges affecting those who work for and receive services from the city employees. By regularly accessing and applying my understanding the workplace needs, workforce needs and overriding compliance regulations driven by a variety of stakeholders, my qualifications and lived experiences will enhance my ability to serve on the Commission.

Please submit your resume or curriculum vitae. You may upload a document. (A Word format is preferred.) Alternatively, you may paste the text of your resume in the field provided below.

Civil service board.docx

Upload a Resume

Please paste the text of your resume or curriculum vitae below.

Jennifer Benford Seibert jenniferbenefits@hotmail.com 510-990-5221 Summary of Career Experience I am a passionate and innovative human resources professional with over 10 years of leadership and management experience with public and private sector employers. I serve as a subject matter expert and strategic business partner to executive and management teams where I recommend, develop, implement, and document the execution of human resources initiatives. I engage resources and leverage relationships to resolve complex human resources operational issues in alignment with the employer mission, goals, and objectives for increased organizational efficiencies. I provide high-quality service to management and diverse employee communities. Technically savvy, collaborative, energetic, and inclusive of the needs of multiple stakeholders These values underscore my ability to make forward thinking contributions and affect progressive, organizational change Employment History Senior Human Resources/People Operations Manager, March 2021 – Present The San Francisco Foundation • Oversight of strategic initiatives affecting the

Human functions in the areas of recruitment, job classification, benefits administration, performance management, employee engagement, onboarding, and training & development • Prepare and prepare policy analysis, compliance reports and presentations to C-Suite Executive Management • Manage compliance reporting with state and federal surveys, EEO Compliance Officer • Advance the development of diversity, equity, and inclusion initiatives as they apply to Foundation mission, goals, and objectives • Lead recruitment efforts for professional and administrative positions • Lead performance evaluation process; provide coaching to managers and employees • Manage and resolve employee relations issues • Review service level agreements; manage vendor relationships • Develop workflow documentation; establish audit control points • Coach stakeholders in operational change management • Manage open enrollment end-to-end from benefit plan design management to logistical coordination of events Benefits Program Manager, 2018 - June 2021 The Metropolitan Transportation Commission; Association of Bay Area Governments Major Accomplishments: Implement HRIS System and an Online Employee Benefit Enrollment Platform • Focus on the full life cycle of employee and retiree benefits and programs • Support the end-to-end administration for group insurance benefits for over 3000+ active and retired employees and their eligible dependents. • Manage productive and effective vendor relationships in the effective delivery of statutory and voluntary benefits services and products • Developed processing workflows to increase transactional efficiency • Liaison between internal and external parties for program management, procurement, contract negotiations, claims review and process implementation • Handled escalated customer service issues; worked with third-party administrators to resolve problems • Prepared annual benefit budget Employee and Retiree Benefits Manager, 2005 - 2017 - Peralta Community College District Accomplishments: Improved information exchange process by transitioning from paper-based to electronic benefit enrollment processing as part of new employee onboarding; controlled costs by improving employee data management through audit; modifying dental plan design to reduce employer costs; advising managers on complex employee relations issues • Provide clear articulation of District personnel policies, procedures, collective bargaining agreements, and applicable laws and regulations to staff, faculty, students, vendors, brokers, outside educational institutions and businesses. community representatives, and governmental agencies • Support end-to-end benefits administration for group insurance benefits for over 3500 active and retired employees and their eligible dependents • Serve on management negotiation teams to execute cost effective, sustainable benefit plan designs, recommend plan design enhancements to render employer cost savings • Supervise direct reports of an operational unit and provide coaching to work teams for the purpose of developing and documenting procedures and ensuring operational efficiencies, provided training opportunities to the office team • Lead in participatory governance stakeholder committee to discuss a variety of institutional issues including employee relations, human resources administration, new employee programs, collective bargaining agreements, and related human resources topics • Prepared annual budget Assistant Director of Human Resources, 1998 - 2005 Mills College • Employee Relations - Provide support to managers on a wide-range of employee relations issues in the span of employment from hiring to discharge. Manage protected and unprotected leaves of absence. Represent the College in hearings and litigation. Provide employee and supervisorial counseling regarding employee discipline actions. Effect progressive disciplinary cycle. • Benefits Compensation- Responsible for operational activities related to accurate and timely benefits and payroll processing, vendor bills reconciliation, group insurance contract negotiations, and administration of elective and non-elective benefits; coordinate annual open enrollment activities · • Risk Management-manage workers compensation claims, annual renewal process, completed OSHA reporting requirements, identified physical risks; promoted workplace safety and emergency preparedness plan • Policy Analysis - Review and implement legislative changes affecting current business practice, recommend and effect internal changes to remain consistent and compliant with regulations. • Training & Development - Leverage College vendor relationships to provide regular and on-going training and educational opportunities to all employees. Implement annual training plan on topics such as sexual harassment, recruitment and retention, affirmative action, retirement plan investing, workers compensation, ergonomic safety. Benefits Counsellor-University of California Berkeley, 1990-1998 University of California -Berkeley • Provided consultation to employees and managers on benefits eligibility requirements, worked with business partners to deliver training on employee benefits, delivered workshops on a variety of human resources topics from tax-deferred planning to protected leave options, managed information inventory Committee Memberships • Board Commissioner, Mayor of Oakland, Ca Commission on Aging, 2019 to 2025 • National Association for the Advancement of Colored People (Oakland Branch) 2019 - present •

KQED, Community Advisory Panel, 2025 - Present Professional Affiliations & Memberships • California Public Employee Relations Association (CALPELRA), 2016 • Society of Human Resources Management (SHRM), 2015 • Plan Sponsor Council of America, 2021 Education & Professional Designations • B.A. Mass Communications, University of California - Berkeley • California Accident, Health and Life License, 0L36175, 2016 • SHRM-CP, 2018 • Certificate of Employee Benefits Administration (CEBS) in progress • Certified Plan Sponsor Professional, 2021 References • Elihu Harris JD, Former California State Assemblyman, former Mayor of Oakland, and Chancellor Emeritus of the Peralta Community College District • David Betts, Vice Chancellor-Monterey Bay Peninsula Community Collete • Wyman Fong, Vice Chancellor, Chabot Las Positas Community College District • Cheryl Meares, Consultant, and former Kaiser Account Manager • Kristen Angel, Sr. Manager San Francisco Foundation

Please click the acknowledgement below.

Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.

✓ I Agree *

Jennifer Benford Seibert

Summary of Career Experience

I am a passionate and innovative human resources professional with over 10 years of leadership and management experience with public and private sector employers. I serve as a subject matter expert and strategic business partner to executive and management teams where I recommend, develop, implement, and document the execution of human resources initiatives. I engage resources and leverage relationships to resolve complex human resources operational issues in alignment with the employer mission, goals, and objectives for increased organizational efficiencies. I provide high-quality service to management and diverse employee communities.

Technically savvy, collaborative, energetic, and inclusive of the needs of multiple stakeholders

These values underscore my ability to make forward thinking contributions and affect progressive, organizational change

Employment History

Senior Human Resources/People Operations Manager, March 2021 - Present The San Francisco Foundation

- Oversight of strategic initiatives affecting the Human functions in the areas of recruitment, job classification, benefits administration, performance management, employee engagement, onboarding, and training & development
- Prepare and prepare policy analysis, compliance reports and presentations to C-Suite Executive Management
- Manage compliance reporting with state and federal surveys, EEO Compliance Officer
- Advance the development of diversity, equity, and inclusion initiatives as they apply to Foundation mission, goals, and objectives
- Lead recruitment efforts for professional and administrative positions
- Lead performance evaluation process; provide coaching to managers and employees
- Manage and resolve employee relations issues
- Review service level agreements; manage vendor relationships
- Develop workflow documentation; establish audit control points
- Coach stakeholders in operational change management
- Manage open enrollment end-to-end from benefit plan design management to logistical coordination of events

Benefits Program Manager, 2018 - June 2021 The Metropolitan Transportation Commission; Association of Bay Area Governments

Major Accomplishments: Implement HRIS System and an Online Employee Benefit Enrollment Platform

- Focus on the full life cycle of employee and retiree benefits and programs
- Support the end-to-end administration for group insurance benefits for over 3000+ active and retired employees and their eligible dependents.
- Manage productive and effective vendor relationships in the effective delivery of statutory and voluntary benefits services and products
- Developed processing workflows to increase transactional efficiency
- Liaison between internal and external parties for program management, procurement, contract negotiations, claims review and process implementation
- Handled escalated customer service issues; worked with third-party administrators to resolve problems
- Prepared annual benefit budget

Employee and Retiree Benefits Manager, 2005 - 2017 - Peralta Community College District

Accomplishments: Improved information exchange process by transitioning from paper-based to electronic benefit enrollment processing as part of new employee on-boarding; controlled costs by improving employee data management through audit; modifying dental plan design to reduce employer costs; advising managers on complex employee relations issues

- Provide clear articulation of District personnel policies, procedures, collective bargaining agreements, and applicable laws and regulations to staff, faculty, students, vendors, brokers, outside educational institutions and businesses, community representatives, and governmental agencies
- Support end-to-end benefits administration for group insurance benefits for over 3500 active and retired employees and their eligible dependents

- Serve on management negotiation teams to execute cost effective, sustainable benefit plan designs, recommend plan design enhancements to render employer cost savings
- Supervise direct reports of an operational unit and provide coaching to work teams for the purpose of developing and documenting procedures and ensuring operational efficiencies, provided training opportunities to the office team
- Lead in participatory governance stakeholder committee to discuss a variety of institutional issues including employee relations, human resources administration, new employee programs, collective bargaining agreements, and related human resources topics
- Prepared annual budget

Assistant Director of Human Resources, 1998 - 2005 Mills College

- Employee Relations Provide support to managers on a wide-range of employee relations issues in the span of employment from hiring to discharge. Manage protected and unprotected leaves of absence. Represent the College in hearings and litigation. Provide employee and supervisorial counseling regarding employee discipline actions. Effect progressive disciplinary cycle.
- Benefits Compensation- Responsible for operational activities related to accurate and timely benefits and
 payroll processing, vendor bills reconciliation, group insurance contract negotiations, and administration of
 elective and non-elective benefits; coordinate annual open enrollment activities
- Risk Management-manage workers compensation claims, annual renewal process, completed OSHA reporting requirements, identified physical risks; promoted workplace safety and emergency preparedness plan
- Policy Analysis Review and implement legislative changes affecting current business practice, recommend and effect internal changes to remain consistent and compliant with regulations.
- Training & Development Leverage College vendor relationships to provide regular and on-going training and educational opportunities to all employees. Implement annual training plan on topics such as sexual harassment, recruitment and retention, affirmative action, retirement plan investing, workers compensation, ergonomic safety.

Benefits Counsellor-University of California Berkeley, 1990-1998 University of California - Berkeley

Provided consultation to employees and managers on benefits eligibility requirements, worked with business
partners to deliver training on employee benefits, delivered workshops on a variety of human resources
topics from tax-deferred planning to protected leave options, managed information inventory

Committee Memberships

- Board Commissioner, Mayor of Oakland, Ca Commission on Aging, 2019 to 2025
- National Association for the Advancement of Colored People (Oakland Branch) 2019 present
- KQED, Community Advisory Panel, 2025 Present

Professional Affiliations & Memberships

- California Public Employee Relations Association (CALPELRA), 2016
- Society of Human Resources Management (SHRM), 2015
- Plan Sponsor Council of America, 2021

Education & Professional Designations

- B.A. Mass Communications, University of California Berkeley
- California Accident, Health and Life License, 0L36175, 2016
- SHRM-CP, 2018
- Certificate of Employee Benefits Administration (CEBS) in progress
- Certified Plan Sponsor Professional, 2021

References

- Elihu Harris JD, Former California State Assemblyman, former Mayor of Oakland, and Chancellor Emeritus of the Peralta Community College District
- David Betts, Vice Chancellor-Monterey Bay Peninsula Community Collete
- Wyman Fong, Vice Chancellor, Chabot Las Positas Community College District
- Cheryl Meares, Consultant, and former Kaiser Account Manager
- Kristen Angel, Sr. Manager San Francisco Foundation

Profile			
Rudy	Gonzalez		
First Name	Last Name		
Pronouns			
He/Him			
Email Address			
Street Address		Suite or Apt	
City		State	Postal Code
What City Council district	do you live in?		
☑ District 6			
Primary Phone	Alternate Phone		
San Francisco Building & Construction Trades Council	Secretary-Treasurer		
Employer	,		
Which Boards would you l	like to apply for?		
Civil Service Board: Submitted			

Submit Date: Aug 26, 2025

Interests & Experiences

Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.

I am deeply committed to fairness, accountability, and integrity in public service, which are the guiding principles of Oakland's Civil Service Board. My professional experience and community leadership have prepared me to uphold the Board's responsibilities to enforce, oversee, and strengthen the City's personnel system. I bring the following qualifications: Knowledge of labor and personnel systems: My career has been grounded in labor relations and workforce development, giving me a strong understanding of merit-based hiring, classification, promotion, and appeals processes. I have worked directly with collective bargaining agreements, civil service rules, and public personnel policies, which directly align with the Board's duty to enforce and interpret Oakland's Civil Service Rules and Charter provisions. Experience in policy development and oversight: I have a proven record of reviewing, analyzing, and recommending policy changes in complex organizational settings. This background makes me well-prepared to fulfill the Board's role in studying personnel matters, making written recommendations, and approving changes to the Personnel Manual. Appellate and decision-making experience: Through my leadership roles in labor and community organizations, I have participated in grievance hearings, arbitrations, and appeals processes requiring impartial judgment and respect for due process. This experience equips me to carry out the Board's appellate duties with fairness, transparency, and independence. Commitment to equity and public accountability: The Civil Service system exists to ensure that public employment in Oakland is based on merit and free from favoritism. My professional work has always centered on expanding opportunity, protecting workers' rights, and advancing equity — values that directly support the mission and objectives outlined in Section 900 of the Charter. Ability to collaborate across sectors: Having worked with government officials, community stakeholders, and labor representatives, I am skilled in building consensus and navigating diverse perspectives. These skills will strengthen the Board's capacity to work effectively with the City Administrator, City Council, and Port of Oakland. I understand the importance of impartial service, the requirements of the oath of office, and the obligations of financial disclosure. If appointed, I will carry out my duties with the independence, diligence, and integrity required to safeguard Oakland's civil service system.

Please submit your resume or curriculum vitae. You may upload a document. (A Word format is preferred.) Alternatively, you may paste the text of your resume in the field provided below.

Rudy Gonzalez Resume.pdf

Upload a Resume

Please paste the text of your resume or curriculum vitae below.

Rudy Gonzalez 8101 Surrey Lane, Oakland, CA 94605 | 415-794-0377 | rudypa11@gmail.com Personal Summary Experienced labor leader skilled in strategic thinking and advocacy. Instrumental in achieving significant agreements and driving community workforce initiatives. Dedicated to empowering marginalized groups and improving labor conditions through effective policy development and negotiation. Skills Policy writing and contract negotiation Political mobilization and public speaking Conflict resolution and mediation Work History Stakeholder engagement Team leadership SECRETARY TREASURER | 01/2021 -Current San Francisco Building & Construction Trades Council - San Francisco, USA Represented 27 local unions in San Francisco as elected spokesperson/principal officer of Council. Secured first community workforce agreement with University of California, exceeding \$1 billion in value. Oversaw public policy and political affairs to enhance construction worker influence. Served as Chief Negotiator for community workforce and project labor agreements. Acted as Chief Negotiator for public employee bargaining and various fact-finding matters. Championed SF Wage Theft Prevention Act of 2022 to safeguard workers from exploitation. Developed program to prepare women of color and non-binary individuals for apprenticeships. EXECUTIVE DIRECTOR | 08/2018 - 12/2020 San Francisco Labor Council (SFLC) - San Francisco, USA Directed staff team in supporting affiliated unions with political mobilization and strategic organizing. Strengthened financial stability of Council and hired first Campaign Director. Achieved highest minimum compensation ordinance for home care workers nationwide. Secured citywide project labor agreement benefiting construction workers. Engaged with stakeholders to advance equitable labor policies. Advocated for workers' rights in legislative and community forums. INTERIM EXECUTIVE DIRECTOR | 05/2018 - 08/2018 San Francisco Labor Council (SFLC) - San Francisco, USA Served as Interim Executive Director, providing guidance to the Council. Led staff team in supporting unions with political mobilization and strategic organizing. Oversaw expansion of We Rise SF labor center, enhancing services for immigrant workers. Facilitated contract campaigns to strengthen union presence and effectiveness. BUSINESS REPRESENTATIVE AND ORGANIZER | 11/2008 - 05/2018 Teamsters 856 - Northern California, CA Negotiated private agreements under NLRA and RLA, and public contracts under MMBA, EERA, and HEERA. Led organizing campaigns that nearly doubled local union membership to 17.000. Facilitated effective communication between union members and management. Assisted in negotiating equitable contract terms for workers' rights. Supported resolution of labor disputes and grievances to ensure fair outcomes. Collaborated with community organizations to advance union initiatives. POLICE ASSISTANT | 03/2003 - 10/2008 City of Daly City - Daly City, CA Executed daily operational support for officers while managing logistics efficiently. Oversaw evidence collection, maintaining integrity of the chain of custody. Partnered with law enforcement on community engagement initiatives. Directed traffic control efforts during significant events, including parades and sports activities. Administered parking regulation enforcement via citations and towing actions. Followed strict protocols for collecting and preserving crime scene evidence. Organized evidence storage inventory, ensuring accuracy in labeling and handling. Contributed to development of specialized civilian roles, fostering volunteer engagement. Education and Training Cornell ILR School - National Labor Leadership Initiative Labor, 06/2022 Archbishop Riordan H.S. -San Francisco | High School Diploma 05/2002 Leadership Posts Member, IMLEB (Independent Mexico Labor Expert Board; United States-Mexico-Canada Agreement Implementation Act) Co-chair Economic Recovery Task Force, City and County San Francisco Co-chair SF Public Employee Committee (26 Public Unions) Sista's with Tools Co-Founder Board of Directors United Way of the Bay Area Board Chair, SF Community Labor Organizing Together Member, UC Berkeley Labor Center Advisory Board Board of Directors, Northern California Labor and Employment Relations Association (NorCal LERA) Executive Board, National Labor and **Employment Relations Association**

Please click the acknowledgement below.

Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.

✓ I Agree *

Rudy Gonzalez

Personal Summary

Experienced labor leader skilled in strategic thinking and advocacy. Instrumental in achieving significant agreements and driving community workforce initiatives. Dedicated to empowering marginalized groups and improving labor conditions through effective policy development and negotiation.

Skills

- Policy writing and contract negotiation
- Political mobilization and public speaking
- Conflict resolution and mediation

- Stakeholder engagement
- Team leadership

Work History

SECRETARY TREASURER | 01/2021 - Current

San Francisco Building & Construction Trades Council - San Francisco, USA

- Represented 27 local unions in San Francisco as elected spokesperson/principal officer of Council.
- Secured first community workforce agreement with University of California, exceeding \$1 billion in value.
- Oversaw public policy and political affairs to enhance construction worker influence.
- Served as Chief Negotiator for community workforce and project labor agreements.
- Acted as Chief Negotiator for public employee bargaining and various fact-finding matters.
- Championed SF Wage Theft Prevention Act of 2022 to safeguard workers from exploitation.
- Developed program to prepare women of color and non-binary individuals for apprenticeships.

EXECUTIVE DIRECTOR | 08/2018 - 12/2020

San Francisco Labor Council (SFLC) - San Francisco, USA

- Directed staff team in supporting affiliated unions with political mobilization and strategic organizing.
- Strengthened financial stability of Council and hired first Campaign Director.
- Achieved highest minimum compensation ordinance for home care workers nationwide.
- Secured citywide project labor agreement benefiting construction workers.
- Engaged with stakeholders to advance equitable labor policies.
- Advocated for workers' rights in legislative and community forums.

INTERIM EXECUTIVE DIRECTOR | 05/2018 - 08/2018

San Francisco Labor Council (SFLC) - San Francisco, USA

- Served as Interim Executive Director, providing guidance to the Council.
- Led staff team in supporting unions with political mobilization and strategic organizing.
- Oversaw expansion of We Rise SF labor center, enhancing services for immigrant workers.
- Facilitated contract campaigns to strengthen union presence and effectiveness.

- Negotiated private agreements under NLRA and RLA, and public contracts under MMBA, EERA, and HEERA.
- Led organizing campaigns that nearly doubled local union membership to 17,000.
- Facilitated effective communication between union members and management.
- Assisted in negotiating equitable contract terms for workers' rights.
- Supported resolution of labor disputes and grievances to ensure fair outcomes.
- Collaborated with community organizations to advance union initiatives.

POLICE ASSISTANT | 03/2003 - 10/2008

City of Daly City - Daly City, CA

- Executed daily operational support for officers while managing logistics efficiently.
- Oversaw evidence collection, maintaining integrity of the chain of custody.
- Partnered with law enforcement on community engagement initiatives.
- Directed traffic control efforts during significant events, including parades and sports activities.
- Administered parking regulation enforcement via citations and towing actions.
- Followed strict protocols for collecting and preserving crime scene evidence.
- Organized evidence storage inventory, ensuring accuracy in labeling and handling.
- Contributed to development of specialized civilian roles, fostering volunteer engagement.

Education and Training

Cornell ILR School - National Labor Leadership Initiative

Labor, 06/2022

Archbishop Riordan H.S. - San Francisco | High School Diploma

05/2002

Leadership Posts

Member, IMLEB (Independent Mexico Labor Expert Board; United States-Mexico-Canada Agreement Implementation Act)

Co-chair Economic Recovery Task Force, City and County San Francisco

Co-chair SF Public Employee Committee (26 Public Unions)

Sista's with Tools Co-Founder

Board of Directors United Way of the Bay Area

Board Chair, SF Community Labor Organizing Together

Member, UC Berkeley Labor Center Advisory Board

Board of Directors, Northern California Labor and Employment Relations Association (NorCal LERA)

Executive Board, National Labor and Employment Relations Association