

# **MINUTES OF THE 7 JUNE 1999 MEETING UNION MANAGEMENT CONSULTATION COMMITTEE (UMCC) ANNEX ROOM GOVERNMENT CONFERENCE CENTRE**

## **Chairpersons:**

Mr. J. Judd, Deputy Minister

Mr. M. Sjoquist, National President, Canadian Merchant Service Guild

## **Members:**

Gen. J.M.G. Baril, Chief of the Defence Staff (absent)

VAdm G. Garnett, Vice Chief of the Defence Staff

Dr. K. J. Calder, Assistant Deputy Minister (Policy) (absent)

LGen R. R. Henault, Deputy Chief of the Defence Staff

MGen C. Couture, Acting Assistant Deputy Minister (Human Resources - Military)

Mr. P. L. Lagueux, Assistant Deputy Minister (Material)

VAdm G. R. Maddison, Chief of Maritime Staff

LGen W. C. Leach, Chief of Land Staff

LGen D. N. Kinsman, Chief of Air Staff

Mr. R. M. Emond, Assistant Deputy Minister (Finance and Corporate Services)

Mr. R. Westland, Acting Assistant Deputy Minister (Infrastructure and Environment)

Mme. M. Boudrias, Assistant Deputy Minister (Human Resources - Civilian)

Dr. L. Pearce, Acting DND Chief Information Officer

MGen K. G. Penney, Chief of Review Services

BGen J. S. T. Pitzul, Judge Advocate General

Dr. L. J. Leggat, Chief Research and Development

Mr. Y. Côté, DND/CF Legal Advisor

Mr. G. Rioux, Director General Public Affairs

Mr. J. MacLennan, National President, Union of National Defence Employees

Mr. G. Lampron, Vice President, Professional Institute of the Public Service of Canada

Mr. N. Kemp, President, Federal Government Dockyard Trades and Labour Council (East)

Mr. D. Quigley, President, Federal Government Dockyard Trades and Labour Council (West)

Mr. D. Roode, President, Federal Government Dockyard Chargehands Association  
Mr. B. Taylor, Vice President, International Brotherhood of Electrical Workers, Local 228  
Mr. M. Hosking, President, Association of Public Service Financial Administrators  
Dr. P. Dunnett, President, Canadian Military College Faculty Association

**Attending:**

Mr. R. Burton, Director General Materiel Comptrollership and Business Management  
Mr. P. Sterne, Executive Director Conflict Management  
Mr. R. Sullivan, Director General Employee Relations  
Mme L. Gravel, Director General Civilian Human Resources Strategy and Development  
Mme G. Laflamme, Director General Regional Civilian Personnel Services  
BGen J.M. Comtois, Director General Management Review Services  
Ms. T. Namiesniowski, Executive Assistant, Deputy Minister  
Col. P. Maillet, Ethics Program Manger  
LCol C. Perras, Alternate Service Delivery Policy and Programs Co-ordinator  
Ms. S. Harrison, Director, Civilian Human Rights and Harassment Programs  
Mr. K. Graham, Staff Relations Officer, Director General Employee Relations  
Mr. J. Turcq, Union of National Defence Employees  
Mr. B. Molsberry, Union of National Defence Employees  
Mr. W. Miller, Professional Institute of the Public Service of Canada  
Mr. T. Ollevier, Professional Institute of the Public Service of Canada  
Mr. A. Jession, Professional Institute of the Public Service of Canada  
Mr. J. Podrubaric, Professional Institute of the Public Service of Canada  
Mr. T. Claremont, Public Service Alliance of Canada  
Dr. R. Dion, Clark Institute of Psychiatry

**INTRODUCTION**

1. The Co-Chairs opened the meeting by welcoming the members of the Committee and the guests attending this meeting.

**DISCUSSION**

**ACCEPTANCE OF AGENDA AND PREVIOUS MINUTES**

2. Mr. Sjoquist moved that the agenda for this meeting and the minutes of the 7 December 1998 meeting be approved as printed. There were no objections.

**CIVILIAN LABOUR ADJUSTMENT IN NATIONAL DEFENCE (CLAND) STUDY**

3. Mr. Tom Claremont, Public Service Alliance of Canada, and Dr. Rene Dion, Clark Institute of Psychiatry, presented the findings from the second wave of the CLAND Study. The objective of the study was to investigate the impact, over the medium term, of the Department's reductions on affected civilian employees in 5 phases. Former employees who left the Public Service as a result of reductions were surveyed between September 1994 and August 1996.

4. The most significant findings of the second phase (9 months after departure) among those who accepted the CRP were that the CRP was viewed as a retirement program by well over one third, 25% were still seeking employment, they were generally happy with their decision and had less anxiety than those who remained as Public Servants. The most significant findings with respect to those who remained Public Servants were that they experienced an increase in their workload, their morale and economic conditions decreased and they did not have confidence in senior management.

5. Mr Claremont announced that Wave 3 of the CLAND study would be published this fall and that it would contain focus group information from interviews with the spouses of affected employees. The information would also be analyzed in greater detail.

6. The Deputy Minister asked if the findings to date differed from other public service or private sector surveys. Mr. Claremont replied that the DND/CRP program was essentially an early retirement program and was different from most private sector programs, as they tended to be true labour adjustment programs. He stated that he was disappointed that so many were still seeking employment and that the most striking points of the study are the lower morale, higher job anxiety and declining economic conditions.

7. Mr. Taylor opined that he anticipates that as the study progresses DND results will be similar to other public service departments. He added that the low morale indicated by 32% of survivors seemed high and asked if age was a factor. Mr. Claremont replied that the low morale was consistent across all age groups.

8. LGen Kinsman stated that he felt that there has been a real change in regard to perceptions of DND leadership between 1996 and 1999. Mr. Claremont offered that the study will track attitudinal changes but agreed that attitudes toward senior management have probably improved.

9. Dr. Dunnett asked if there had been any tracking of psychological factors. Mr. Claremont replied that this had been examined however, there were no significant trends to date. Mr. Lampron asked whether different occupational groups had

different experiences finding new positions. Mr. Claremont replied that the more professional groups had experienced fewer difficulties. Copies of the complete Wave 2 study were distributed to those committee members who requested them.

10. The Deputy Minister thanked Mr. Claremont and Dr. Dion. He invited them to return to the next meeting of the UMCC and present the data from Phase 3 of the study.

## **FINANCIAL SITUATION**

11. VAdm Garnett presented an update on the DND/CF financial situation and reminded the members of the UMCC that the Defence Program remained based on the 1994 White Paper. He noted that long term planning is critically important, as it takes 10 to 15 years to change Defence Capability. To balance defence expenditures and maximize defence capabilities would be the challenge. In looking to the future, VAdm Garnett stated that the Defence Budget would remain constant for the period 1999-2004.

12. He described the five key issues currently facing the Department, namely:

- Quality of Life including implementation of the SCNDVA recommendations
- Re-capitalization for major projects and infrastructure
- Y2K including ensuring systems compliance, OP ABACUS and national contingency planning
- Funding stability over the longer term
- Incremental Costs for Deployed Operations

13. He then outlined the "Way Ahead Strategy for Year 2020" which is based on a new vision statement:

"The Defence Team will generate, employ and sustain high-quality, combat capable, inter-operable and rapidly deployable task-tailored forces. We will exploit leading edge doctrine and technologies to accomplish our domestic and international roles in the battlespace of the 21st century and be recognized, both at home and abroad, as an innovative, relevant knowledge-based institution. With transformational leadership and coherent management, we will build upon our proud heritage in pursuit of clear strategic objectives."

14. In conclusion, the VCDS provided an update on the progress of the development of The Defence Planning Guidance 2000 document. When completed, it will prioritize the capital program expenditures and address the rotation capability of the CF, information management and technology issues and the deterioration of our

infrastructure. It will also assign strategic objective targets to the appropriate level one managers.

## **CONFLICT MANAGEMENT PROJECT**

15. Mr. Peter Sterne, Executive Director Conflict Management (EDCM), presented a progress report on the conflict management initiative. He reported that the 2½-year project is about 6 months ahead of schedule. Diagnostic and situational analysis had already been completed and work was ongoing at selected pilot test sites (Borden, Edmonton, Halifax, Winnipeg and the NCR).

16. He briefed the members of the UMCC on the cases, which had been mediated by the EDCM staff. Of the 12 cases that had been selected for mediation in the past 6 months, over 80% had been resolved. He reiterated that the dispute resolution system being designed would respect the authority of the chain of command and support the union's roles structures and processes.

17. Mr. Taylor inquired about the 20% of the cases where ADR had not succeeded. Mr. Sterne replied that he considered these cases to be ongoing and no decision had been taken to abandon them.

18. LGen Leach committed that, as two of the Senior Officers involved in the Edmonton pilot site would be leaving this summer, he would ensure that the work necessary to complete this phase of testing would be completed.

19. Mr. Quigley said that timeliness and a closure mechanism should be included in the general design principles. He also expressed concern about the "shotgun" approach to dispute resolution and said that he felt that Alternate Dispute Resolution (ADR) was the best mechanism. He thanked Bob Taylor, IBEW, and Lyette Babin, PIPSC, for their help during the design process. Mr. Sterne added that Debbie Graham, UNDE, had been very helpful as well.

20. Mr. Westland commented on the apparent conflict between the desire to be open during the process while respecting confidentiality at the same time. Mr. Sterne agreed that it is a dilemma, however if the parties agree, the process can be open and the confidentiality aspect can be waived at the agreement stage. The purpose of confidentiality is to ensure portions of heated discussions won't be made public.

21. Mr. Lampron opined that there had been too many cases where management had not had the requisite authority to settle the issue. Mr. Sterne stated that as part of the initial agreement, both parties should confirm that they have the authority to act or have easy access to someone with the requisite authority.

22. Mr. McLennan commented on the lack of pilot sites in Quebec or on the West Coast. Mr. Sterne replied that they were looking at a possible Quebec site, which could be incorporated into the next rollout.

## **DEFENCE ETHICS PROGRAM**

23. Col Maillet presented a briefing on the Defence Ethics Program. He stated that the program seeks to make the Department an organization that does the right thing and in which ethical values have precedence in all decision making. The key to the program's success will be the creation of a dialogue that will require leaders to discuss the main ethical risks facing their unit and how these issues should be handled, while also allowing subordinates the opportunity to express concerns on ethical issues.

24. He presented the new Statement of Defence Ethics, founded on the principles of respect for the dignity of all persons, service to Canada before self and obedience and support of lawful authority. Col Maillet outlined the six obligations in the Statement of Ethics - Integrity, Loyalty, Courage, Honesty, Fairness and Responsibility. He then reviewed the current status of the Ethics Program and mentioned that his team would be meeting with the Director Civilian Learning Strategies (DCLS) to discuss how this program will be applied to civilian employees.

25. Mr. Hosking stated that it was clear that much work had gone into the development of the Ethics Program and that DND/CF should be proud of it.

## **PUBLIC SERVICE SURVEY 1999**

26. Mr. Rioux briefed the members of the Committee on the government-wide initiative - The Public Service Survey. He advised that all public servants in all departments would be asked to complete a survey dealing with a wide range of issues. He stated that its goal was to start a dialogue between management and employees with a view to improving public service working life. As this would be the first time such a survey has been conducted, it would establish a baseline against which future progress would be measured. Statistics Canada will analyze the data between June and October. A report on the survey's findings will be sent to each department in November. It will be shared with all employees. Mr. Rioux asked all members to mention the survey at their management meetings and encourage all employees to complete the survey before the June 25 deadline.

27. Mme Boudrias advised that the survey results would be shared at the next UMCC meeting. She also stated that the results would be useful in assessing the progress and the focus of the Employability Strategy. She added that special attention would be paid to employee concerns regarding classification and harassment.

28. Mr. Judd added that the survey had been discussed extensively by Deputy Ministers. They did not expect the survey to paint a rosy picture. However, Deputy Ministers are committed to this process and see it as important for setting a baseline against which progress will be measured.

### **PUBLIC SERVICE WEEK**

29. Mr. Rioux outlined the Department's participation in Public Service Week, 14-18 June 1999. He said that the Department would be taking advantage of this opportunity to showcase what DND/CF do for Canadians. In addition to activities in Ottawa, centred on Lansdowne Park on 16-17 June, there will be a variety of activities at bases across Canada, including Barbecues, Open Houses and Sports Tournaments. Mr. Rioux mentioned that a book produced for Public Service Week entitled "A Day in the Life of a Public Servant" will feature stories on 2 DND civilian employees. He encouraged all managers and union leaders to support the activities of Public Service Week.

30. Mr. Quigley advised that bargaining agents would not support participation in this event, because of ongoing problems with Treasury Board on issues such as the suspension of arbitration, the government's plans for the pension plan surplus and problems with the Public Service Health Care Plan. He added that this was no reflection on the Department. Mr. Taylor, Mr. Lampron and Mr. Sjoquist expressed their agreement with Mr. Quigley's position. Mr. Judd said that he understood the union perspective but the Department was also keen to see the good work of our employees recognized and appreciated by the Canadian public.

### **UNIVERSAL CLASSIFICATION STANDARD BRIEFING**

31. Mr. Burton, the Department's UCS Champion, stated that the goal of UCS is to provide a tool that will be simple to use and easy to understand; one that will simplify and streamline Human Resources Management in the Public Service and one that demonstrates gender neutrality. He said that there is a growing appreciation and understanding of UCS and what it hopes to accomplish. The Department is on track in completing our share of the sampling work and we have been recognized for the quality of our work. In their review of seven elements Treasury Board discovered that there was too much compression and consequently revisions are being made. The quality of the Department's job descriptions is very high and this will assist us in obtaining the necessary funds for the UCS conversion. Other departments that have not done as well may have difficulty in obtaining adequate funding.

32. Mr. MacLennan asked about the Department's plan to train employees and managers on how to write job descriptions. Mr. Burton outlined the significant

training activities that have taken place to date and added that training packages would be developed as part of the change management strategy. Mme Boudrias said that the use of the model/generic work descriptions must be encouraged, as 17,000 unique job descriptions cannot be written. She added that the support of our unions to encourage the acceptance of the model work descriptions was essential in this regard. She also advised that there would be support for the training of managers, employees and union representatives. Additionally, there would be support for employees who were experiencing personal problems with the conversion.

33. Mr. Westland asked if there were plans for an effective dispute resolution mechanism for the UCS conversion exercise. Mr. Burton replied that it was one of the issues yet to be resolved. Mme Boudrias said that while work is being done on an informal process, employees retain the right to grieve.

34. Mr. Kemp stated that the work of trades people had not been fairly recognized or valued. This was also reflected in the Public Service survey, which had omitted trade school training in the section dealing with education. Mr. Burton acknowledged Mr. Kemp's concerns and agreed that there were anomalies in the anchors for professional and trades people. He suggested that Mr. Kemp raise this point with Treasury Board officials at their next meeting.

35. Mr. Hosking said that APSFA was concerned that there are people doing FI (Financial Administration Group) work who are classified in the FI Group. As a result of a review of a number of departments' operations, APSFA has filed complaints under S.34 and S.99 of the PSSRA with the PSSRB. He advised that DND operations would be reviewed shortly. He stated that the real fight would begin when money is applied to the new standard.

36. Mr. Sjoquist stated that the frustration expressed by the bargaining agents is largely due to UCS. It is one of the hottest and most contentious issues. Bargaining agents and Treasury Board cannot agree on the dispute resolution process. Treasury Board has estimated that there could be 60,000 grievances on UCS implementation but the bargaining agents believe the number will be much higher.

37. Mr. Burton concluded by stating that the nature of work is changing and the Department will do its best to ensure that our employees are ready to face this challenge. Those who have worked on the exercise to date are leaving with positive feelings about the process.

## **ROUND TABLE DISCUSSION**

38. Mr. MacLennan asked if the Department had decided how settlements resulting from the Conflict Resolution process would be funded. Mme Boudrias stated that, in the past, funding has come from a variety of sources including line managers, Legal Services and a fund established to respond to Human Rights complaints. The issue of settlement funding in the future will need to be addressed.

### **CLOSING REMARKS**

39. Mr. Judd thanked everyone for their participation and said that he hoped that all members would be able to stay in contact throughout the year. He stated that he looked forward to hearing more about the CLAND study at the next meeting. Mr. Sjoquist added his thanks for a good meeting.

Jim Judd  
Co-Chair

Maury Sjoquist  
Co-Chair