

Union Management Consultation Committee (UMCC)

2 December 2013 1300hrs
Conference Room "B", 13ST
National Defence Headquarters, 101 Col By

Co-Chairs: Richard Fadden, Deputy Minister
Milt Isaacs, President, Association of Canadian Financial Officers (ACFO)

Members: Michael Martin, Senior Associate Deputy Minister
LGen Guy Thibault, Vice Chief of the Defence Staff
VAdm Mark Norman, Commander Royal Canadian Navy
LGen Marquis Hainse, Commander Canadian Army
BGen Neville Russell, Representing Royal Canadian Air Force
Cynthia Binnington, Assistant Deputy Minister (Human Resources-Civilian)
MGen Whitecross, Acting Assistant Deputy Minister, (Infrastructure and Environment)
BGen Alex Patch, Representing Assistant Deputy Minister (Materiel)
Len Bastien, Assistant Deputy Minister (Information Management)
Cmdre Lynn Bisson, Representing Chief of Military Personnel
Colin Galigan, Representing Assistant Deputy Minister (Finance and Corporate Services)
Jocelyn Tremblay, Representing Assistant Deputy Minister (Science and Technology)
Mary Chamberlain, Representing President, Union of National Defence Employees (UNDE)
Glenn Maxwell, President, National Consultation Team, Professional Institute of the Public Service of the Canada (PIPSC)
Richard Cashin, President, Federal Government Dockyard Chargehands Association (FGDCA)
Lorne Brown, President, Federal Government Dockyards Trades and Labour Council (East) (FGDTLC-E)
Des Rogers, President, Federal Government Dockyard Trades and Labour Council (West) (FGDTLC-W)
Jean-Marc Noël, President, Canadian Military College Faculty Association (CMCFA)
Bob Kingston, National President, Agriculture Union (PSAC)
Francis Vaillancourt, representing, International Brotherhood of Electrical Workers (IBEW Local 2228)

ITEM 1: OPENING REMARKS

1. Mr. Fadden welcomed the participants and introduced LGen Guy Thibault, Vice Chief of Defence Staff, MGen Christine Whitecross, Acting Assistant Deputy Minister (Infrastructure and Environment) and Richard Cashin President Federal Government Dockyard Chargehands Association. Mr. Fadden asked everyone to introduce themselves.
2. Mr. Fadden explained that as we were in a time of restricted budgets, the implementation of Defence Renewal (DR), and BluePrint 2020, it was necessary for everyone to be adaptable and flexible. He explained that both DR and BluePrint 2020 were on the meeting agenda. Mr. Fadden explained that DND had always remained open with the Unions and would continue to do so. Mr. Isaacs expressed his appreciation for the fact that Unions and Management had worked together and hoped this would continue.

ITEM 2: ACCEPTANCE OF PREVIOUS MINUTES / ACCEPTANCE OF AGENDA

3. Mr. Isaacs requested the Committee's acceptance of the minutes of the 3 June 2013 National UMCC meeting. The June minutes were accepted.
4. The agenda was accepted by the Committee members.

ITEM 3: PREVIOUS BUSINESS

5. Mr. Fadden advised that the only action item was a follow-up on the need for funding for a group of term Storepersons. UNDE had raised this item at the June 2013 UMCC meeting. He invited LGen Thibault to provide an update on this on this action item.
6. LGen Thibault explained that this issue had been examined and confirmed that term employees had not been extended past the term end date. BGen Patch further noted that ADM (Mat) would have extended these individuals if the resources had been available.

ITEM 3: BRIEFING ON DEFENCE RENEWAL

7. Mr. Fadden introduced Mr. Colin Galigan of the DRT, to present the briefing on Defence Renewal (DR).
8. Mr. Galigan explained that DR was not a new subject to the Bargaining Agents as the item had been discussed on 7 October in a teleconference that was held by Mr. Lindsey and MGen Milne. He explained that they had measured success by the fact they had moved out of the initial planning stages and were now into implementation.
9. Mr. Galigan explained that implementation of DR was risk free in the sense that we were doing this to and for ourselves, and as it had not been imposed by external

bodies. He stated these initiatives were being implemented to ensure that DND provided the best military capabilities for the best value for Canadians. The savings and efficiencies that were found through these initiatives would be invested back into the Department primarily to operational capabilities and readiness.

10. Mr. Galigan briefed that there were 22 Performance Initiatives, 8 Organizational Practice initiatives in three Practice Areas. He further explained that L1's were responsible for these initiatives and that trimesterly there would be Progress Reports to the Deputy Minister (DM) and the Chief of Defence Staff (CDS).

11. The Bargaining Agents expressed their concern with the possible reduction of employees with this exercise and the fact that reinvestment opportunities were unknown. Mr. Fadden expressed his understanding as no one had all the answers. He explained that retraining and relocation mechanisms would be exhausted. The Bargaining Agents accepted the explanation for the time being, and would relay that to their members. Mr. Fadden continued to explain that DND was living in a period of change and uncertainty and that each year's Federal budget could change the situation.

12. Mr. Galigan discussed the philosophy of restoring confidence in DND. He explained that DR continued to look for great ideas to enhance their initiatives. Ms. Chamberlain asked about the status of the business cases that had already been submitted by UNDE-represented employees. Mr. Fadden explained that some ideas were ready for implementation which DND employees would soon observe. He also encouraged Bargaining Agents to support their members in submitting their ideas. Ms. Chamberlain stated that UNDE and PIPSC had held a learning event for their members in order for them to learn how to write business plans. She explained the goal of this learning activity was that employees would put forward more business cases to DR.

13. Ms. Chamberlain asked if DND is in the initial stages, how the DRT arrived at the identified savings. Also, if there were to be no job losses, how could a SWE savings be recognized when the only way to save SWE is to eliminate positions? Will attrition be used to eliminate positions? Mr. Fadden advised that DR was not a reduction exercise rather one of realignment and refocusing resources. He reminded everyone that he retains the authority to make WFA decisions and that the Department would utilize its available flexibilities and authorities such as relocation and retraining before WFA is invoked. He added that Strategic Review (SR) and DRAP goals were almost achieved. When challenged by the bargaining agent representatives that this is not the message in the workplace, Mr. Fadden expressed the necessity for managers to ensure the communications to employees were consistent.

14. Mr. Galigan explained there would be an emphasis on re-investing in priority areas with the current workforce, which included employees being up-skilled, re-trained and positions being staffed internally. Ms. Chamberlain asked for a clarification of the priorities areas and Mr. Fadden explained it would be the CDS and himself that would determine these.

15. Mr. Maxwell asked if it was possible for him to get the finalized departmental business plans for the last couple of years in order to put the new business cases together. Mr. Fadden did not see an issue with providing those. *Action Item: VCDS to provide previous Business Plans to Bargaining Agents.*

16. LGen Thibault explained that priorities would be related to activities that support the DM's accountabilities and would be reviewed annually to ensure they support the major needs of the department.

ITEM 4: BluePrint 2020

17. Mr. Fadden explained that BluePrint 2020 was aimed at defining a new vision for the entire Public Service. He asked Mr. Edison Stewart, Assistant Deputy Minister, Public Affairs (ADM (PA)) to provide an overview of BluePrint 2020.

18. Mr. Stewart provided a summary of how BluePrint 2020 was developed, and its guiding principles. He explained how the initiative had been rolled out in DND and how employees had been engaged. He went on to describe the next steps, including the development of an Action Plan which is planned for 2014. He also explained that some DR actions would fall under BluePrint 2020. Mr. Stewart listed a few of the communication initiatives that had been used throughout the Public Service and within DND. Further, he summarized the trends that had emerged from employees such as updating technology, standardizing Human Resources practices, improved communication and information sharing.

19. The Bargaining Agents raised concerns with the perceived lack of sincerity of this program. They expressed apprehension in the goals of this initiative so had advised their members not to contribute to the project. Ms. Chamberlain expressed the concern that many UNDE members were employed in the trades and some of their work could only be done one way and did not see how their work fit into the BluePrint 2020. Mr. Fadden explained they could provide ideas to improve their work methods as well.

20. Mr. Brown asked for a clarification of the numbers given of engaged employees. Mr. Stewart explained that individuals had been engaged through many fora including GC Pedia, the Defence Youth Network and other avenues of communication such as break out discussion groups, townhalls, and meetings. Mr. Fadden asked that the engagement level and interim report be provided secretarially. Mr. Fadden invited the Bargaining Agents to ensure their members who were new to the public service became engaged in this activity. He also asked that BluePrint 2020 be on the agenda for the next meeting to develop a better understanding of this initiative. *Action Item: ADM (PA) to provide information on the engagement strategy and a copy of the interim report secretarially to Bargaining Agents and to present at next National UMCC in June 2014.*

ITEM 5: LEVEL 1 UPDATES

21. Mr. Fadden asked all the L1's and Commanders to provide an update on their area.
22. CMP: Cmdre Bisson indicated that CMP had reached its FTE targets and had had its staffing authority reinstated.
23. ADM (S&T): Mr. Tremblay indicated that DRDC had reached all its targets for DRAP and SR and were engaging DND/CAF S&T senior stakeholders to formulate new program objectives and priorities. The S&T capabilities and employees were being realigned toward these priorities and being engaged in the development of new projects.
24. ADM (IE): MGen Whitecross explained that there were no reduction targets associated with the centralization of Real Property (RP), and that civilian employees would be mapped to the core tasks. There would be learning and training opportunities identified in the event of minor competency shortfalls and that it would be an evolutionary process over time. MGen Whitecross noted that ADM (IE) would work with the local HR Service Centres and develop HR plans that support this transition and would develop an HR vision for the future that L1's could use to steer their HR planning.
25. MGen Whitecross reiterated that ADM (IE) took Union consultation and engagement very seriously and that Union representatives had been significantly involved during road show visits to the Bases and Wings. ADM (IE) has struck an LMCC on transformation where UNDE and PIPSC are represented. She further noted that there was Union representation at the monthly Departmental Planning Team meeting that was developing the plans to operationalize the CONOPS. Lastly, both UNDE and PIPSC were provided seats at the IE Symposium held on 19 and 20 November 2013. At the request of UNDE, ADM (IE) has asked L1's to include centralization as a standing order of business in their tactical level LMCC meetings.
26. MGen Whitecross also noted that ADM (IE) was on track to reach its reduction target within the Group in Ottawa by March 2015. She explained that ADM (IE) was in the midst of preparing vignettes from employees who had volunteered to share their experiences of having been "re-roled" within the new ADM (IE) organization.
27. ADM (Fin CS): No issues to raise.
28. RCN: VAdm Norman explained that the Navy was beyond its 2015 FTE targets due to attrition in some unexpected areas. In fact the Navy was 250 beyond what was required. He stated that the RCN had been re-delegated their staffing authority but hiring would be done using a deliberate and measured approach.

29. VCDS: LGen Thibault outlined that through force development the CAF and DND had a view to their future capability plans, and necessary workforce management.

The VCDS announced that his organization had been reduced by 115 FTE's

- 51 vacant positions were eliminated
- 65 employees were affected and provided options:
 - 11 employees opted for Option A and 10 were placed and there is one employee outstanding to place
 - 31 employees that chose Option B, with 18 having already left DND and the remaining scheduled to leave by the end of March 2015.
 - 5 employees selected Option C (i), two had left DND and three remained until the end of fiscal year 14/15.
 - 3 employees selected Option C (ii), one had left DND and two remained until the end of fiscal year 14/15.
 - 4 employees received a reasonable job offer.
 - 7 employees that alternated, 6 already completed and one scheduled to leave beginning of 2014.
 - 4 pending cases, two of which the employees were on Leave of Absence and a SERLO would take place when they returned. 2 employees who had waited for the results of an ADI initiative and were still in affected status.

30. SADM: Mr. Martin explained that external staffing delegation had been returned to several L1s. He was confident that DND would be able to explain it had reached its goals of reduction.

31. ADM (Mat): BGen Patch explained that at 202 Workshop, the WFA of 34 people was underway with most of the preparatory and planning process having been completed. A SERLO process had been recently completed for the last 4 positions. He explained that the next milestone was 24 January for those people who must choose an option. BGen Patch stated that the Comdt 202 had reported that the climate and tone have been good and noted cooperation with Union Leadership and the ADM (HR Civ) staff.

32. UNDE asked why, after two years of ADM Mat saying that they could achieve their targets through attrition, was WFA required. Using the GL VHEs as an example, UNDE asked why over 30 people received letters if only 4 positions were being reduced. BGen Patch explained that most Mat Gp reductions were intended to be achieved through attrition. However, the Mat Gp had always maintained that there was a possibility of targeted and directed reductions if circumstances required. Regarding the GL VHE positions, certain functions were determined to be no longer core activities, and the Mat Gp followed the accepted practice for affected personnel.

33. ADM (IM): Mr. Bastien explained that ADM (IM) had not yet met its target of 1284, as retirement had been lower than expected, but his Group was on its way to being in single digits from the target. He added the situation was made more complex with Shared Services Canada (SSC). Issues related to the assigning of responsibilities and determining who should be responsible for what had not yet been clarified. Mr. Maxwell expressed concerns with the move to the Carling Campus and the need for less support. Mr. Fadden explained that the move had not yet been approved and that the issue was one of many that would be addressed as many locations would be consolidated when that decision was made.

34. RCAF: BGen Russell explained that the RCAF had been assigned a reduction of 113 FTE's from 2205 to 2092. He noted that reductions were assigned to DRAP and none to SR and currently the RCAF's usage, based on a 12-month rolling average was 1992 FTE's. Therefore the RCAF had far surpassed its reduction mandate. BGen Russell indicated that the RCAF had met its FTE reduction target primarily through attrition and prioritization of staffing activities. However 9 cases of WFA were required in the NCR. Given this achievement, the RCAF's full staffing authority was reinstated effective 29 July 2013. BGen Russell stated that the RCAF was focused on having high priority vacant positions staffed.

35. CA: LGen Hainse explained that in order to meet the Army priorities under Combat Service Support, infrastructure and other key areas, civilian positions had been reduced in FY 12/13 and 13/14 so the Canadian Army could re-invest in higher level priorities. Half of the re-investment had already been actioned and the CA was ready to move forward with the rest. LGen Hainse noted that the Divs and HR-Civ had been advised of the last round of re-investment in key, critical positions and would move forward as quickly as possible. He named a few types of positions such as vehicle techs, computer specialists involved training, firefighters, heating plant operations, ammo techs, safety officers, and environmental officers.

36. LGen Hainse noted that the CA had also exceeded its FTE targets for FY 14/15 as a result of a slowdown in staffing during the past year. The CA had had its staffing authority reinstated and ensured that staffing continues for key critical positions. He explained that the CA's FTE count would increase over the next 1 ½ years in order to meet the FTE target which were established as a result of SR and DRAP reductions.

37. ADM (HR-Civ): Ms. Binnington mentioned the TBS initiative on performance management would take affect on 1 April 2014. The focus was to ensure that employees understood their goals. She explained the form for performance management would be standardized across government and that managers would be required to complete the mandatory training.

38. Ms. Binnington advised that the UMCC HR Sub and WFACC meetings would be at the end of the week. She outlined the agenda for both meetings.

ITEM 7: ROUND TABLE

39. PIPSC: Mr. Maxwell expressed that SSC was moving to a new security posture. He explained the support work was being virtualized. He further explained that one technician may visit several workplaces and would need security clearance at each department they visit. The current security culture at DND would not permit public servants from other departments access to the workplace. He expressed his concern that SSC support workers may not be able to provide service at a critical juncture and that it was not the workers responsibility to resolve this. Mr. Fadden stated that there were still many issues being worked through with SSC and asked ADM (IM) to review this issue.

Action Item: ADM (IM) to examine the security issue of SSC members and their ability to service DND.

40. UNDE: Ms. Chamberlain asked for further information surrounding the RCN's establishment of Formation Physical Security Working Groups and Base policies on an active shooter scenario. VAdm Norman explained that this was as a result of a previous CANFORGEN message regarding physical security initiatives and was one of many put forward to improve the responsiveness to abnormal security situations. The Bargaining Agents expressed their concern with the level of consultation on these security issues prior to implementation. LGen Thibault stated he would review this and Mr. Fadden asked for a general briefing at the following UMCC. **Action Item:** Presentation at next UMCC meeting regarding physical security program, level of consultation and any link or relation to the National Health and Safety Policy Committee.

41. Ms. Chamberlain also noted there was an issue with consultation regarding affected employees, as more than one Level 1 representative had recently advised UNDE that direction had been given by HR-Civ that information regarding affected employees could not be shared with the unions. Ms. Chamberlain stated that the unions should not have to wait for the UMCC for updates. Ms. Binnington stated that she was not aware of this direction, that consultation was encouraged, and that she would look into this and report back. **Action Item:** HR-Civ to provide report of affected individuals to Bargaining Agents. **Secretarial Note:** The reports were sent to the relevant Bargaining Agents on 4 December – Action Completed.

42. PSAC Agriculture Component: Mr. Kingston had no issue to raise.

43. CMCFA: Mr. Noël wished everyone a Merry Christmas.

44. FGDT&LC (E): Mr. Brown expressed his concern on the outside influences impacting on the department and on employees in the trades including the use of contractors in the workplace. He also mentioned the lack of value seen on the inputs from Unions. Mr. Fadden expressed that management believed in the value of consultation and invited Bargaining Agents to bring things up when needed and not always wait for this forum. Mr. Fadden encouraged the Bargaining Agents to provide concrete examples so that management could make adjustments, if required.

45. ACFO: Mr. Isaacs stated that labour truly respected this forum.

46. IBEW: Mr. Vaillancourt expressed his concern about the demographics of members of the EL Group and their impact on BluePrint 2020. He felt since the initiative was aimed at the X and Y generations, there would not be a level of engagement from that group.

47. FGDTLC-W: Mr. Rogers noted his concern with DND becoming less and less the employer of choice with the implementation of outside factors such as Bill C4. He expressed his concern about being able to put the ships in the water with the increase in use of contractors as they do not have the same ownership as employees.

48. FGDCA: Mr. Cashin had no issues to raise.

ITEM 8: NEXT MEETING AND CLOSING REMARKS

49. Mr. Isaacs expressed his hope that managers and labour would continue to stand shoulder to shoulder to send a better message to employees.

50. Mr. Fadden thanked everyone for their participation and understood that the issues discussed affected many people. He wished everyone a Merry Christmas and thanked everyone for a productive meeting.


51. Mr. Fadden advised that the next meeting would be held on the 2 June 2014 and he looked forward to speaking with everyone again.

Approved by:



MAR 20 2014

R.B. Fadden
Deputy Minister
Co-Chair



M. Issacs
President, ACFO
Co-Chair