

**UMCC HR Sub-Committee**  
Union Management Consultation Committee Human Resources Sub-Committee

5 March 2015  
295 Coventry Road, Ottawa  
First Floor, Room 1-D17

**Co-Chairs:** Jeremy Sales, Acting Assistant Deputy Minister (Human Resources-Civilian) (A/ADM(HR-Civ))  
Jean-Marc Noël, Canadian Military College Faculty Association (CMCFA)

**Members:** Susan Harrison, Director General Workplace Management (DGWM)  
Joe Dragon, Director General Workforce Development (DGWD)  
Emily Tolot, representing Director General Human Resources Strategic Directions (DGHRSD)  
Elaine Coldwell, representing Director General Civilian Human Resources Management Operations (DGCHROMO)  
Col Jean Grondin, representing Director General Alternative Dispute Resolution (DGADR)  
Col Stephen Tremblay, Director of Official Languages (DOL)  
John MacLennan, Union of National Defence Employees (UNDE)  
Des Rogers, Federal Government Dockyard Trades and Labour Council (West) (FGDTLC-W)  
Lorne Brown, Federal Government Dockyard Trades and Labour Council (East) (FGDTLC-E)  
Richard Cashin, Federal Government Dockyard Chargehands Association (FGDCA)  
Fabian Murphy, Public Service Alliance of Canada (PSAC), Agriculture Component  
Glenn Maxwell, The Professional Institute of the Public Service of Canada (PIPSC)  
Mark Boucher, Canadian Merchant Service Guild (CMSG)  
Milt Isaacs, Association of Canadian Financial Officers (ACFO)

**ITEM 1: Opening Remarks**

1. Mr. Sales welcomed the members and expressed Mrs. Binnington's regrets that she was unable to attend the meeting. Mr. Sales confirmed that Mrs. Binnington was retiring effective 17 April 2015, and remarked on her contributions to the Department. Mr. Sales acknowledged this would be Mr. Brown's last meeting, and he thanked him for his contributions to the organization over the years.

2. Mr. Sales commented that consultation with Level 1s (L1s) on term rollovers under the *Term Employment Policy* had begun, and that the Unions would be advised when a decision was reached.

### **ITEM 2: Acceptance of Minutes and Agenda**

3. Dr. Noël asked the members to accept the minutes and agenda. Both were accepted.

4. Mr. Sales noted that the agenda item “Civilian Employment Equity Program Update” had been moved to the June meeting due to unforeseen circumstances. **Action item: CEEP Update to be included on the agenda for the June meeting.**

5. Mr. Maxwell raised a concern over Second Language Training in Ontario. Ms. Coldwell advised that this item would be addressed during the round table.

### **ITEM 3: Previous Business**

6. Mr. Sales reviewed the Action Items from the previous meeting. He reported that an update on Alternative Dispute Resolution (ADR) was on the meeting’s agenda, and that the Civilian Leave Guide for Manager’s had been sent to all the Unions. Mr. Sales advised that an update on the Duty to Accommodate training would take place at the June meeting. **Action Item: DGWM will provide an update on training on the Duty to Accommodate at the Spring meeting.**

### **ITEM 4: Performance Management Program for Employees (PMP-E)**

7. Dr. Dragon provided an update on the PMP-E, which included the year-end tools, training, communications and talent management, on-going initiatives and considerations, and online resources.

8. A discussion ensued where several union representatives raised concerns over the PMP-E process. Mr. Maxwell noted that in some areas performance appraisals had to be completed well before 31 March; however, the employees’ projects would not be completed until the deadline. He also commented on consultation on the PMP-E. Dr. Dragon responded that this was the first year of the new performance initiative, and that the Department was striving to meet the timelines provided by the Office of the Chief Human Resources Officer (OCHRO). Dr. Dragon advised he would share their comments received with OCHRO.

9. Dr. Noël expressed concerns over the process on behalf of the University Teachers’ (UT) at the Royal Military College (RMC), including; CMFCA’s view that it conflicted with learning and development for UTs, and overlapped with the faculty assessment and academic freedom. Dr. Dragon and Dr. Noël agreed to discuss the issue in greater detail offline.

## **ITEM 5: Revised Sub-Delegation of Staffing Authorities**

10. Dr. Dragon provided a presentation on the Revised Sub-Delegation of Staffing Authorities, which included information on the sub-delegation of non-EX staffing authorities, accountabilities, communications, training, monitoring, evaluation, and implementation. Dr. Dragon advised that a one year transition period would begin 1 April 2015, and at the end of the transition period Human Resources Officers (HROs) would no longer be sub-delegated. He advised that this change would increase managerial accountability and align the Department with the recommendations made by the Public Service Commission (PSC).

11. A discussion followed where the union representatives commented on accountabilities of sub-delegated managers, including consequences when the sub-delegated authority is abused. Dr. Dragon advised that the change in sub-delegation would increase accountability throughout the staffing process. He confirmed that the departmental delegation training included specific DND examples from the Public Service Labour Relations and Employment Board (PSLREB) and the former Public Service Staffing Tribunal (PSST).

## **ITEM 6: Employee Assistance Program (EAP) Update**

12. Mrs. Harrison introduced Ms. Hickeson to provide an update on EAP. Ms. Hickeson explained the review, methodology and application of the Referral Agent (RA) ratio, and provided an update on the EAP modernization activities. She thanked Messrs. Rogers, Brown, and MacLennan, and Ms. Winger, for their participation in the focus group. Mrs. Harrison confirmed that while military members could be RAs, the RA program was for civilian employees and that military members who contacted RAs would be redirected appropriately.

## **ITEM 7: Alternative Dispute Resolution (ADR) Update**

13. Col Grondin provided a presentation on ADR, which included an update on training, the pilot, high definition video teleconference (HDVTC) trial, and case management. Col Grondin noted that DGADR was investigating the use of HDVTC to facilitate virtual dispute resolution in areas where there was no conflict resolution advisor on site. A concern was raised with regards to confidentiality when using HDVTC. Col Grondin advised that the Canadian Armed Forces (CAF) mental health clinics were using a similar system, and that he would verify the confidentiality. **Action item: DGADR to verify the confidentiality of the HDVTC system.**

14. Mr. Maxwell asked about the integration of ADR training into military training and development. Col Grondin advised that they were in discussions with the Canadian Defence Academy (CDA) to determine the opportune time for the training, and noted that Conflict and Early Leadership Intervention (CELI) training was provided at the senior levels.

## **ITEM 8: Civilian Workshop Snapshot**

15. Mr. Sales asked Ms. Tolot to present the Civilian Workforce Snapshot. Ms. Tolot's provided details on DND civilian employees, including; location, population by tenure and age band, pensionable years of service, and gender distribution.

16. The unions commented on the usefulness of the information shared and requested that it be provided again in the future. Mr. MacLennan remarked on the DND's aging workforce. Mr. Rogers expressed an interest to have the operational groups reflected in the information.

## **ITEM 9: Round Table**

17. UNDE: Mr. MacLennan commented on access to DND premises for meetings with their members concerning collective bargaining. PIPSC, CMCF, FGDTLC-E, FGDTLC-W, and FGDC raised similar concerns. Mrs. Harrison responded that this issue was already being dealt with through a recourse mechanism.

18. Mr. MacLennan also commented on the challenges posed when accessing electronic pay stubs. Ms. Coldwell commented that the department continued to face challenges with Compensation Web Applications (CWA), and they were exploring options to make accessing the system more secure.

19. Mr. MacLennan then remarked on the military pension positions which were being transferred to Public Works. He noted that these were Chief of Military Personnel (CMP), and observed that consultation with the UNDE at the national level would have been beneficial to help address potential employee concerns and issues.

20. Finally, Mr. MacLennan inquired into apprenticeship funding beyond 2018. Mr. Sales advised that HR-Civ would be consulting the LIs over the next few months, and the intent was to seek funding in advance. Mr. Brown observed the importance of renewing funding in advance because it was a three year program.

21. DGWD: Dr. Dragon advised that he was looking forward to working with everyone.

22. FGDTLC-E: Mr. Brown advised their membership was also facing challenges with access to CWA. He noted similar concerns with the mandatory use of leave self-service, including privacy issues and accessibility in an operational environment.

23. Mr. Brown acknowledged his upcoming retirement. He observed on the informative meetings that have taken place over the years, noting that while discussions could be controversial the objective was for the good of the Department, and there would always be follow up discussion and updates. He added that without employees, the Department would not be able to meet its goals.

24. FGCA: Mr. Cashin had nothing to raise.
25. DGCHRMO: Ms. Coldwell had nothing to raise.
26. PIPSC: Mr. Maxwell inquired into second language training. Ms. Coldwell advised that they were hoping to have advancements made by April/May.
27. Mr. Maxwell also commented that PIPSC was encountering difficulties using departmental email and premises for union activities which were not related to collective bargaining. He advised that he would raise these concerns with the local Civilian Human Resources service Centre (CHRSC).
28. Finally, Mr. Maxwell thanked Mr. Brown for his contributions and guidance.
29. DOL: Col Tremblay had nothing to raise.
30. Agriculture Component: Mr. Murphy asked when the move to Carling Campus would occur for ADM (HR-Civ). Mrs. Harrison advised that ADM (HR-Civ) was scheduled for the first phase.
31. CMSG: Mr. Boucher noted that, similar to UNDE, their members were experiencing difficulties accessing electronic pay stubs.
32. DGADR: Col Grondin had nothing to raise.
33. ACFO: Mr. Isaacs had nothing to raise.
34. DGWD: Ms. Tolot had nothing to raise.
35. FGD TLC-W: Mr. Rogers thanked Mr. Brown for his contributions, which had affected all civilian employees at DND.
36. DGWM: Mrs. Harrison provided an update on the online mental health training. She noted that it had been used by 900 participants and that positive feedback had been received.
37. Mrs. Harrison also thanked Mr. Brown and expressed her best wishes on his retirement.

#### **ITEM 10: Closing Remarks**

38. Mr. Sales thanked the members for their participation and commented on the meaningful discussions. He again extended his best wishes to Mr. Brown for his retirement. Finally, Mr. Sales asked the members to mark their calendars for 1 June 2015 for the next UMCC HR Sub-Committee meeting.

39. Dr. Noël also commented on the meaningful discussions and extended his best wishes to Mr. Brown. He also reminded the members that the next meeting would take place on 1 June 2015.

**UMCC HR-SUB MINUTES 5 MARCH 2015**

**Approved by:**



Jeremy Sales for  
Cynthia L. Binnington  
Co-Chair



Jean-Marc Noël  
Co-Chair