

Union Management Consultation Committee (UMCC)

1 December 2014

3500 Carling Avenue, Bldg 5 East Entrance, 3rd floor,
Executive Briefing Centre, Room VC#3

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

Members: Bill Jones, Senior Associate Deputy Minister
LGen Guy Thibault, Vice Chief of the Defence Staff
RAdm Ron Lloyd, representing Royal Canadian Navy
LGen Marquis Hainse, Commander, Canadian Army
BGen Sean Friday, representing Commander, Royal Canadian Air Force
LGen David Millar, Chief of the Military Personnel
MGen Christine Whitecross, representing Assistant Deputy Minister (Infrastructure and Environment)
Cynthia L. Binnington, Assistant Deputy Minister (Human Resources-Civilian)
Len Bastien, Assistant Deputy Minister (Information Management)
Camille Boulet, representing Assistant Deputy Minister (Science and Technology)
Sue Morgan, representing Assistant Deputy Minister (Finance Corporate Services)
John Turner, Assistant Deputy Minister (Materiel)
Edison Stewart, Assistant Deputy Minister (Public Affairs)

John MacLennan, National President, Union of National Defence Employees (UNDE)
Glenn Maxwell, 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)
Mark Boucher, President, Canadian Merchant Service Guild (CMSG)
Jean-Marc Noël, President, Canadian Military College Faculty Association (CMCFA)
Fabian Murphy, representing Public Service Alliance of Canada (PSAC), Agriculture Component
Paul Cameron, representing Business Manager, International Brotherhood of Electrical Workers (IBEW Local 2228)

ITEM 1: OPENING REMARKS

1. Mr. Fadden welcomed the participants and introduced Mr. Bill Jones, the new Senior Associated Deputy Minister. He acknowledged that this would be Mr. Brown's last UMCC, and thanked him for his contributions. Mr. Fadden then expressed condolences to both Messrs. MacLennan and Kingston for their recent losses.
2. Mr. Fadden commented on the significant impact the murders of WO Patrice Vincent and Cpl Nathan Cirillo had within DND and across the Government of Canada, and advised that the Defence Team was evaluating security programs across the country.
3. Mr. Fadden acknowledged that the Department continued to work through many changes, including the move to Carling Campus, Defence Renewal (DR), and substantial procurement activities. Mr. Fadden also remarked on the impact of the CAF operations overseas on the rhythm of work within the Department. He indicated that funding had been acquired to repair and enhance DND's infrastructure across the country.
4. Mr. Fadden recognized that while there may be a few more instances of WFA, the Department's requirements under DRAP and SR had been met and funding was stabilizing. He expressed a renewed commitment to moving forward together.
5. Mr. Isaacs also welcomed the participants, and expressed his appreciation for the opportunity to tour the Carling Campus. He then announced the Funding Democracy Program, which would take place on the 16th and 17th of June 2015. Mr. Isaacs encouraged the committee members to participate.

ITEM 2: ACCEPTANCE OF PREVIOUS MINUTES / ACCEPTANCE OF AGENDA

6. Mr. Isaacs asked for the Committee's acceptance of the meeting agenda and minutes from the 1 June 2014 meeting. Both were accepted.

ITEM 2 (continued): PREVIOUS BUSINESS

7. Mr. Fadden reviewed the previous business arising from the 1 June 2014 meeting. He noted that the issues that arose from the Physical Security and Police Response item would be raised to the National Health and Safety Policy Committee (NHSPC). Mr. Murphy advised that the item was raised for information rather than action, and it would be discussed further at the NHSPC.

ITEM 3: DEFENCE RENEWAL UPDATE

8. Mr. Fadden introduced MGen Jay Milne to present the briefing on Defence Renewal (DR). MGen Milne's presentation reviewed the achievements of DR, reinvestment opportunities, Lean HQ, and the infrastructure maintenance initiative process. He elaborated on the new initiative approval process for DR initiatives and business cases, and noted that for an initiative to fall under DR it must touch on many areas of the Defence Team. MGen Milne then reviewed the DR initiative identification system phases, including; identification, review, investment, approval, and implementation.

9. Mr. Maxwell requested an update on the business case submitted by PIPSC regarding physiotherapy services within CMP. MGen Milne advised on the DRT's protocol when a business case is received, and acknowledged the complexity of reviewing cases, especially when multiple L1s are implicated.

10. Mr. MacLennan also requested an update on the Trenton business cases submitted by UNDE. MGen Milne responded that consultation had taken place with 1 Canadian Air Division, and the proposed businesses cases were determined to be a local issue. Mr. Fadden encouraged the submission of business cases since the Department was interested in employees' views. **Action item: DRT will provide a status update to PIPSC and UNDE the respective business cases submitted. Secretarial note: The DRT provided a status update on the business cases to PIPSC and UNDE**

11. Mr. MacLennan sought an update on the freeze of term roll overs. Mr. Fadden responded that discussions had occurred with Ms. Binnington on this issue, and ADM(HR-Civ) would consult with the L1s and Treasury Board about potentially removing the freeze. He noted that the Department would communicate with the Unions once a decision was made.

12. Mr. Brown requested the contact information for the team who had recently visited Fleet Maintenance Facility (FMF) Cape Scott. MGen Milne confirmed that the contact information would be provided. He added that the visit had been for initial scoping purposes and anticipated the team would return in the winter. **Action item:-DRT will provide follow up regarding the FMF Cape Scott visit.**

13. Mr. Fadden commented on the productive discussions, noting that DR would be included as a standing agenda item. He remarked on the importance of advance communication, and the value of open dialogue with the Unions. Mr. Fadden directed MGen Milne to contact the Unions for follow up on their DR business cases. **Action item: DR to be included as a standing agenda item.**

ITEM 4: UPDATE ON DESTINATION 2020

14. Mr. Fadden introduced Mr. Stewart to provide an update on the Destination 2020. Mr. Stewart's presentation included updates on the vision of Blueprint 2020, Horizontal Initiatives, DND BP 2020 Activity, and the Next Steps. He highlighted that each L1 had been requested to identify important issues for their employees.

15. Mr. Stewart requested Union feedback on the Report to the Clerk, which would be submitted by 7 January 2015, as well as engagement on future developments. Mr. Maxwell advised that the PIPSC would provide feedback and agreed to meet with ADM (PA) to follow up.

16. Mr. Isaacs remarked on the improved access to virtual professional development activities the Destination 2020 would provide. He further commented on the importance of investing in employees to create an innovative environment.

17. Mr. Fadden commented on how the Department would use the move to Carling Campus as a catalyst to rethink how work was performed and employees were supported. Mr. Fadden recognized the value of receiving feedback on the initiatives, and welcomed further comments on Destination 2020.

ITEM 5: IN SERVICE SUPPORT CONTRACTS

18. Mr. Fadden introduced RAdm Lloyd and Mr. Turner to address this item. RAdm Lloyd reviewed the context of the draft document on In Service Support Contracts (ISSC), which had been shared in June. He described the three maintenance levels (first, second, and third) and remarked upon the importance of balancing all three levels. RAdm Lloyd advised that RCN was committed to ensuring combat ready service, working transparently with stakeholders, and maintaining strategic capabilities, all while maximizing available funds. He also observed that this was not the first instance of collaboration with the manufacturer being present in maintenance facilities. RAdm Lloyd recognized the value of the work done by the fleet maintenance teams. Mr. Turner remarked on the fact that the demand for work was higher than capacity, the challenges of maintaining expertise, and the importance of maintaining the core competencies of the FMFs.

19. Mr. Brown expressed his appreciation for the discussion, noting that further discussion had taken place since the June draft was shared and that further details had also been provided. He added that this item would also be discussed at the FMF National Consultation Committee (FMF NCC) and the local LMRC.

20. A discussion followed where UNDE, FGDTLC-W, and PIPSC commented on how contractors in the workplace affected employees. It was noted that increased transparency with the Unions could help to ease employee concerns. Mr. Brown indicated that he would request a special meeting of the NCC to include key Unions who were not members of the NCC forum. Messrs. MacLennan and Maxwell indicated their interest in participating in a special meeting of the NCC.

21. Mr. Fadden reflected on the importance of advance notice, and advised that, where appropriate, RCN and ADM(Mat) would share information and support transparency.

ITEM 7: UPDATE ON THE CARLING CAMPUS MOVE

22. LGen Thibault remarked on the opportunities the Carling Campus provided for the Defence Team, noting it would foster a more collaborative work environment with the consolidation to approximately seven locations across the National Capital Region (NCR).

23. LGen Thibault then introduced Mr. Daniel Godbout to present the Update on the Carling Campus Move. Mr. Godbout's presentation included an overview of Workplace 2.0 and the principles and phases for the move. Mr. Godbout noted that DND would use the move as a catalyst to modernize work and enhance security measures. He also explained the Department would move employees in an orderly manner; however, some sections would be required to move twice.

24. Mr. Isaacs asked how the Department was preparing for the cultural shift which would result from the modernized business practices. Mr. Godbout advised that a transformation and accommodation committee had been established to assist L1 organizations. LGen Thibault remarked on the importance of learning from other organizations who had already consolidated offices, the examples included the Royal Canadian Mounted Police (RCMP) and the Communications Security Establishment Canada (CSEC). He also remarked upon the positive impacts the new Campus would have for the Defence Team, such as new collaborative tools, which would complement the organization as a whole.

25. Mr. Maxwell commented that there would be circumstances where Workplace 2.0 may not be suitable, and noted the importance of respecting the duty to accommodate. He also inquired into the availability of public transportation and the establishment of the fair market value (FMV) rate for parking at the Campus. Mr. Godbout advised that consultation had begun with OC Transpo, and would also occur with STO. He noted that information would be shared with the Unions as the process continued. He also advised that the FMV rates for parking were available on PWGSC's website. Ms. Binnington added that the duty to accommodate would continue to be respected at the Campus.

26. Mr. Cashin asked whether DND would continue to use National Defence Headquarters (NDHQ). Mr. Fadden responded that the Department intended to keep some office facilities in the downtown core. However, a decision had not yet been made about the Pearkes Building.

27. Mr. Fadden commented on the questions raised surrounding the move, and noted that the Department would continue to respect government policies. He advised that the move would be included as a standing agenda item. **Action item: Carling Campus Move to be included as standing item.**

ITEM 8: LEVEL 1 REPORTS

28. RCAF: BGen Friday recognized the contribution of Air Force bases across the country into the delivery of the CAF's missions. He expressed the RCAF's continued commitment to open dialogue and working in partnership with the Unions.
29. ADM(IM): Mr. Bastien reported that IM had achieved its DRAP targets, and the group was reinvesting, normalizing and stabilizing. He further reported on the importance of investing in specialized skills, IM collective staffing processes, and the impact of the Carling Campus move. He confirmed his group's top priority to utilizing existing technologies, such as SharePoint and GCDocs.
30. ADM(PA): Mr. Stewart advised that PA had met their DRAP targets; however, adjustments were required to have people where they were needed. He advised that IS 4, 5 and 6 staffing processes were ongoing. Finally, he commented on the relocation of employees from Montreal to Ottawa which would take place in 2016/17.
31. ADM(IE): MGen Whitecross advised that the IOC for the centralization of Real Property had been reached, and lessons learned would follow. She also indicated that the centralization of real property would allow them to identify better processes moving forward. MGen Whitecross advised that the IE Group would meet its DRAP targets by March 2015. Finally, MGen Whitecross thanked the Unions for their work on the planning teams.
32. RCN: RAdm Lloyd advised that RCN continued to rebalance, particularly relating to training and schools.
33. CA: LGen Hainse remarked that the Canadian Division support groups continued to deliver the same service support levels across the country. He commented on the importance of best practices across the Division to ensure renewal was achieved across CA.
34. ADM(HR-Civ): Ms. Binnington advised that the agenda for the upcoming UMCC Human Resources Sub-Committee (UMCC HR Sub-Committee) meeting included EAP, performance management, and the employability strategy. She indicated that both the online Self-ID campaign and mental health course would be launched soon. She also remarked on HR-Civ's continued work on talent management. Finally, Ms. Binnington advised that the opting letters had been distributed to the Compensation Advisors, and advised that a new compensation unit with 25 positions had been created.
35. ADM(Mat): Mr. Turner advised that Mat had met its DRAP requirements and that staffing authorities had been reinstated. As a result, there were several staffing processes underway. He advised that the group was working with the University of Ottawa to help promote a project management program at the Master's level in order to meet capacity needs.

36. CMP: LGen Millar remarked on his group's focus on mental health for the CAF. He commented on the successes of reducing stigma, and how CMP had seen an increased demand for services. He advised that 54 new clinicians had been hired; however, with the competition for mental health clinicians across Canada, efforts will continue to address vacancies caused by unexpected departures.

37. ADM(S&T): Mr. Boulet advised that S&T had completed an initial review of its capabilities and would be strategically recruiting across the workforce, recognizing the importance of ensuring sustained capabilities into the future. Mr. Boulet added that DRDC had restructured how its programs were being delivered across the country. He noted that briefings were occurring at S&T town halls on the future plans for S&T. Finally, Mr. Boulet commented on the workplace well-being committees which had been established at research centers to offer a broader opportunity for management and employees to discuss issues affecting the work environment.

38. ADM(Fin CS): Ms. Morgan advised that Fin CS continued to be largely unaffected by SR and DRAP.

39. VCDS: LGen Thibault remarked on the Security Reform team which had been launched two years ago. He observed that in some areas the Defence Team was vulnerable and accepting risk. He noted the complexities of the NCR environment, where DND office space was mixed with non-DND offices. LGen Thibault advised that a briefing on the national security initiatives would be provided at the next meeting. **Action item: Security Briefing to be included on the agenda for the June UMCC.**

40. Lastly, LGen Thibault commented on his recent visit to the 202 Workshop in Montreal. He recognized the significant work done by the Defence Team.

ITEM 9: ROUND TABLE

41. PIPSC: Mr. Maxwell commented on a recent article regarding the importance of staffing medical workers, and the challenge of filling positions in remote locations. He requested a report on the existing staffing pools.

42. UNDE: Mr. MacLennan advised that UNDE had been through a move with CSEC, which may have valuable lessons to learn.

43. IBEW: Mr. Cameron had no issues to raise.

44. FGDTLC-W: Mr. Rogers had no issues to raise.

45. FGDTLC-E: Mr. Brown expressed his appreciation for the information shared on the ISSC, noting that more work was required. He indicated that this would be his last UMCC meeting, and observed that it was a forum in which difficult issues were raised and constructive discussions took place. He expressed his thanks to the Committee for the open dialogue, and his wish that these discussions would continue in the future. Finally, Mr. Brown wished everyone a Merry Christmas.

46. Agriculture Component: Mr. Murphy had no issues to raise.

47. FGDC: Mr. Cashin had no issues to raise.

48. CMCFA: Mr. Noël had no issues to raise.

49. CMSG: Mr. Boucher had no issues to raise.

ITEM 10: NEXT MEETING AND CLOSING REMARKS

50. Mr. Jones encouraged continued communication between the parties, noting the future challenges. He wished everyone a happy holiday season.

51. Mr. Isaacs wished Mr. Brown well, and acknowledged his continued leadership and contributions to the Committee over the years. Mr. Isaacs commented on the challenges posed by funding constraints. He also reminded the members of the Funding Democracy Program. Finally, he wished everyone a Merry Christmas.

52. Mr. Fadden remarked on the current environment and expressed the importance of the Department and Unions continuing to work together and have open dialogue. He commented on the importance of maintaining the operational capacity, especially given the operations overseas. Finally, Mr. Fadden wished everyone a happy holiday season.

53. *Secretarial note: The next meeting will be held on 5 June 2015.*

Approved by:

 2015 MAR 25

W. Davern Jones for
Richard B. Fadden
Deputy Minister
Co-Chair


Milt Isaacs
President, ACFO
Co-Chair