

**UMCC HR Sub-Committee / Sous-Comité des RH CCS-P**  
(Union Management Consultation Committee Human Resources Sub-Committee /  
Sous-comité des ressources humaines du Comité de consultation syndicale-patronale)

5 December 2013 / Le 5 décembre 2013  
Government Conference Centre / Centre de conférences du Gouvernement  
Gatineau Room, 4th Floor / Salle Gatineau 4ième étage  
2 Rideau Street, Ottawa / 2 rue Rideau, Ottawa

**LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS**

- Co-Chairs:** Cynthia L. Binnington, Assistant Deputy Minister (Human Resources-Civilian) (ADM (HR-Civ))  
Jean-Marc Noël, Canadian Military College Faculty Association (CMCFA)
- Members:** Susan Harrison, Director General Workplace Management (DGWM)  
Marie-Flore Baptiste, Representing, Director General Human Resources Strategic Directions (DGHRSD)  
Jeremy Sales, Director General Workforce Development (DGWD)  
Jacqueline Rigg, Director General Civilian Human Resources Management Operations (DGCHRMO)  
LCol Robert Mosnier, Representing Director of Official Languages (DOL)  
Des Rogers, President, Federal Government Dockyards Trade and Labour Council (West) (FGDTLC-W)  
Richard Cashin, President, Federal Government Dockyards Chargehands Association (FGDCA)  
Lorne Brown, President, Federal Government Dockyards Trades and Labour Council (East) (FGDTLC-E)  
Glenn Maxwell, President, DND National Consultation Team, Professional Institute of the Public Service of Canada (PIPSC)  
Milt Isaac, President, Association of the Canadian Financial Officers (ACFO)  
Francis Vaillancourt, Steward, International Brotherhood of Electrical Workers (IBEW Local 2228)  
Mark Boucher, President, Canadian Merchant Service Guild (CMSG)  
Mark Miller, Representing Union of National Defence Employees (UNDE)

**ITEM 1: Opening Remarks**

1. Ms. Binnington welcomed participants and introduced Mr. Jeremy Sales the newly appointed Director General of Workforce Development and congratulated Mrs. Susan Harrison on her impending appointment as Director General Workplace Management. Ms. Binnington also explained that Ms. Jacqueline Hilton would be starting 10 December 2013 as Director General Human Resources Strategic Direction. She then asked everyone to introduce themselves.

2. Ms. Binnington advised that the HR-Civ team continued to work on numerous HR initiatives and issues. She commented that she was looking forward to a productive meeting and that updates on many of these initiatives would be provided during today's meeting.

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

3. Mr. Noël requested that the members accept the agenda for the meeting and the minutes of the 3 October 2013 meeting.

## **ITEM 3: Previous Business**

4. Ms. Binnington reviewed the business arising from the previous meeting. She asked Mr. Sales to provide an update on the three year term employment policy. Mr. Sales explained that the implementation of section 7 by the Civilian Workforce Management Board (CWMB) was put in place to stabilize the term employment policy. He explained that, after a fulsome discussion at the CWMB, it had been decided to keep it in place until March 2015 when all reductions had been completed. During that time, DGWD would analyze the department's current and future workforce requirements to provide recommendations for consideration by senior leadership. The DM would ultimately make the decision and the Bargaining Agents would be advised of any changes.

5. Mrs. Rigg addressed the next action item in regards to Leave Self Service (LSS). She explained that currently fewer than 8% of employees continued to use paper forms to request leave. She then advised that everything was being done to help employees submit leave requests using the Leave Self Serve (LSS) application. She explained that this included having subject matter experts to help employees to input leave requests and fill out the electronic forms. Using LSS ensures accurate leave requests and leave recording. She also explained that when pay moves completely to the Centre of Excellence in Miramichi, paper forms would not be accepted.

6. Ms. Binnington explained that for the EAP update, it would be provided today as Item number 7 on the agenda.

## **ITEM 4: Performance Management Directive Update.**

7. Ms. Binnington asked Mr. Sales to invite Mrs. Nutbrown to present the topic of Performance Management to the members. Mrs. Nutbrown gave an overview of the communications that had been provided to staff on Performance Management noting the most recent being an email from CDS and DM that would go out today and a call letter to L1's in February from ADM (HR-Civ).

8. Mrs. Nutbrown outlined the training plan for managers including the G140 course that would be available on the DLN in December and that the LCCs would deliver a 1 day workshops for managers and ½ day workshops for employees.

9. Mrs. Nutbrown explained that the DAOD 5006-1 had been updated to reflect the new directive and that monitoring would need to be put in place. The DAOD included setting up the departmental and L1 review committees.
10. Mr. Maxwell asked for the dates of the workshops for January 2014 and Mrs. Nutbrown explained that the schedule still needed to be worked out.
11. Mr. Boucher noted that he was confident in DND's implementation and was upset with the derogatory comments in the media from TBS which had created tremendous suspicion amongst his members. He looked forward to receiving further information and would like to participate.
12. The Bargaining Agents inquired about the makeup of the committees outlined in Mrs. Nutbrown's presentation. She explained they would be management committees. They also noted that it was important for employees to have an agreement before they were reviewed on it and Mrs. Nutbrown acknowledged that would be the case.

#### **ITEM 5: Budget Implementation Act.**

13. Ms. Binnington asked Mrs. Harrison to invite Mr. Andrew Hill, Acting Director Civilian Labour Relations to present on the Budget Implementation Act. Mr. Hill started by explaining how the changes modernized the collective bargaining and recourse systems provided for in the *Public Service Labour Relations Act* (PSLRA) and how they streamlined the recourse process set out for grievances under the PSLRA and for staffing complaints under the *Public Service Employment Act* (PSEA).
14. Mr. Hill explained that the timeframe for the notice to bargain (NTB) had been extended (from 4 to 12 months) which meant that NTB could be given 12 months before the expiry of a collective agreement or arbitral award. He further explained this was an opportunity to begin the bargaining process well before the expiration of the current agreement with a view to potentially concluding an agreement closer to the expiry date of the current agreement. He noted that this minimized the effect of implementing a retroactive agreement on employees and management. Mr. Hill also noted that employer and the bargaining agent may, by agreement in writing, choose arbitration as the process for the resolution of disputes. He noted the other way for arbitration to be the dispute resolution process would be if 80% or more of the positions are identified as essential. For all other situations the resolution process would be through conciliation/strike.
15. Mr. Hill outlined the changes to the factors that arbitration boards and public interest commissions would need to consider when making awards or reports. He also noted that the arbitration boards needed to make the arbitral award as soon as feasible and set out in the award the reasons for its decision.
16. Mr. Hill explained the changes to the Essential Services, specifically noting that three months before the notice to bargain was given, the report for Essential Services positions needed to be provided to the bargaining agent. He also noted that the term "negotiation" with the Bargaining Agents has been replaced with "consultation" in the Bill C4.

17. Mr. Hill then outlined the streamlining of Recourse. He noted that both staffing complaints and grievances would be dealt with by one board and that this Board would be the single forum to deal with complaints of discrimination by federal public servants. Mr. Hill also explained the changes in the costs associated with recourse and that they now would be shared equally by the employer and the bargaining agent.

18. Mr. Hill then outlined the next steps for the Department which included the review of human resources policies and tools, the consultation with the Bargaining Agents and Unions on these modified tools and policies. He advised that the consultation would be expedited with short turn-around times for feedback, given the need to implement new legislation. He also noted the need for the creation of a communication strategy.

19. The Bargaining Agents expressed concerns with the consultation process for Essential Services and if their input would be considered. Mrs. Harrison noted that the department would have to learn as it goes, due to the fact that this was new to everyone, but committed to consultation with them. She also reminded everyone that the definition of essential had not changed.

20. Mr. Cashin noted that FGDCA had already served notice to bargain so wanted to know how that would affect them, especially with the Essential Services changes. Mr. Hill noted that, as Bill C-4 had yet to be passed, the impact was not yet known.

21. The Bargaining Agents also questioned the fees associated with recourse and how this would affect their Union dues for their members and costs associated with doing business in the future. Mrs. Harrison explained that the costs would most likely split 50% to the employer and 50% to the Unions. Mr. Hill explained that the answers to many of these questions are expected to be answered by TBS once the proposed legislation was passed and received Royal Assent. The transition measures are expected to be promulgated after that.

#### **ITEM 6: EAP**

22. Ms. Binnington asked Mrs. Harrison to introduce Ms. Lorraine MacIver to provide an update on EAP and Mrs. Harrison noted this would be a standing item on the HR-Sub agenda.

23. Ms. MacIver explained that she would cover the highlights of EAP and referral agent (RA) utilization rates, the status of the projects underway and the next steps.

24. Ms. MacIver provided the mid-year utilization of EAP for 2013/14. She explained the Internal Peer Referral Service (RAs) was 4.5% or 1068 total visits by employees which was a 0.8% increase from the mid-year rate in 2012/2013. She explained the EAS (Health Canada) rate was 6.3% or 1517 total visits by employees and family members which was an increase of 1.6% from the previous mid- year rate. Ms. MacIver noted that 12.8% of new visits were from family members, which was an increase of 1.3% since end of fiscal year 2012/2013. Finally she noted that 1% of the visits were for Advisory Services which was a 0.3% increase since end of fiscal year 2012/2013.

25. Mr. Isaacs wondered if there was an impact on the statistics due to military members using EAP. Mrs. Harrison noted that the system the military use was different from the EAP for Civilians. Ms. MacIver explained that if military members access the civilian EAP program, they are not turned away.

26. Ms. MacIver then discussed the RA utilization rates. She indicated that for the first six months of the fiscal year, the RAs had an average of 5 client visits. This is well below the capacity of having 48 client visits for the same period of time. Furthermore, 27% of RAs had no client visits. Ms. MacIver stated that this is an issue that needs to be explored further. She noted that in speaking with Randy Walker that the ratios of RAs would be discussed at the next N EAP AC meeting. Mr. Brown expressed his concern with the lack of recruiting for new RAs as there were many missing on the east coast. Ms. MacIver undertook to clarify the numbers, as they had been verified with the EAP Co-ordinators.

***Secretarial Note: The number of RA's in the Atlantic Region had been clarified with Mr. Brown.***

27. Ms. MacIver then covered the upcoming EAP training which would take place including a 2-day ASIST recertification planned for Ontario, the Prairies and Quebec; a ½ day ASIST refresher webinar (pilot) in NCR and Pacific regions. She also noted that RA training course would be updated with a review of regional recommendations. Ms. MacIver explained that there would be information sessions on EAS (Health Canada) with HROs, RAs and Managers being the target audience. Finally she noted that the EAP module in Managing Civilian Human Resources course was currently being updated and her group had been working with DGLPD to complete this.

28. Ms. MacIver then further outlined the EAP projects including the EAP & Well-being Annual Report for 2012/13 which expected to be distributed in January 2014. She then noted the next steps for the EAP program including the N EAP AC meeting, establishing regional RA ratios, RA recruitment, RA training and the EAP Satisfaction Survey. The Bargaining Agents expressed their concerns with the N EAP AC meeting being held via teleconference and Ms. Binnington explained that this was due to the restraints imposed by TBS regulations on travel.

29. Mr. Brown noted his concern with the Health Canada presentations in the regions and how it did not include the use of the local RAs but emphasized the use of the 1-800 number only. Ms. MacIver responded by stating that promotion of the peer referral service is one of the five activities that the RAs are expected to do within their role as a RA. Ms. Binnington noted that the coordinating of presentations of the RAs and Health Canada might help the situation.

30. Ms. MacIver finished by explaining that Mental Health Training for managers had taken place across the country through the Learning Centres and that work was underway for an online version to be delivered through the DLN.

## **ITEM 7: Pay Transformation**

31. Ms. Binnington asked Ms. Rigg to speak to Pay Transformation. Ms. Rigg noted that 1048 accounts had been successfully transferred to the Centre of Excellence in Miramichi. The transfer took place across all L1s so not just one Bargaining Agent was affected and DGCHRMO was now working on a second transfer. Ms. Rigg also mentioned that training for employees that are having their accounts transferred had taken place and more training is scheduled for 2014 prior to the next transfer.

32. Ms. Rigg explained in regards to direct deposit, that PWGSC wanted to eliminate the printing of pay cheques and explained that the department would be taking on the cost of printing for the 1800 employees that had not converted. The Bargaining Agents expressed their concern on how PWGSC was planning on communicating its decision to employees. Ms. Rigg assured the members of the Committee that DND intended to continue to work with employees.

## **ITEM 8: Round Table**

33. Mr. Maxwell noted that Debi Daviau had been elected the new President of PIPSC.

34. Ms. Rigg mentioned that the HR Transformation-Integration project had been moving along very well and that Service Level Agreements for all L1 Organizations had been developed. She noted that 98% of the agreements had been signed and that L1s and the employees would know who and when they would be integrating with HR-Civ.

35. Mr. Miller had nothing to raise.

36. Mr. Sales had nothing to raise.

37. Mr. Brown wished everyone a Merry Christmas.

38. Mr. Noël wished everyone a Merry Christmas.

39. Mr. Vaillancourt wished everyone a Merry Christmas.

40. Mr. Cashin had nothing to raise.

41. LCol Mosnier had nothing to raise

42. Mr. Issacs wished everyone kindness over the holiday season.

43. Ms. Baptiste had nothing to raise.

44. Mr. Rogers had nothing to raise.

45. Mr. Boucher had nothing to raise

46. Mrs. Harrison had nothing to raise.

### **ITEM 9: Closing Remarks**

47. Ms. Binnington reminded members that Thursday 6 March, 2014 was the date of the next UMCC HR-Sub meeting. She expressed her appreciation for everyone's willingness to provide their perspectives. Ms. Binnington thanked everyone for a productive meeting.

### **UMCC HR SUB-COMMITTEE MINUTES 5 December 2013**

**Approved by:**

  
Cynthia L. Binnington  
Co-Chair

  
Jean-Marc Noël  
Co-Chair