

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

5 March 2018  
3500 Carling, Ottawa  
Building 6, Conference Room 6N.1.F06.04

**Co-Chairs:** Kin Choi, Assistant Deputy Minister (Human Resources-Civilian)  
[ADM(HR-Civ)]  
Des Rogers, Federal Government Dockyard Trades and Labour Council  
(West) [FGDTLC-W]

**Members:** Gilles Moreau, Director General Workplace Management (DGWM)  
Jeremy Sales, Director General Human Resources Strategic Directions  
(DGHRSD/COS)  
Janet Wong, Director General Workforce Development (DGWD)  
Peter Hooey, Director General Human Resources Operations (DGHROps)  
June Winger, Union of National Defence Employees (UNDE)  
Jerry Ryan, Federal Government Dockyard Trades and Labour Council  
(East) [FGDTLC-E]  
Richard Cashin, Federal Government Dockyard Chargehands Association  
(FGDCA)  
Jean-Marc Noël, Canadian Military College Faculty Association  
(CMCFA)  
Patrick St-George, 3<sup>rd</sup> National Executive Vice-President, Public Service  
Alliance of Canada (PSAC), Agriculture Union  
Glenn Maxwell, The Professional Institute of the Public Service of  
Canada (PIPSC)  
Dany Richard, Association of Canadian Financial Officers (ACFO)  
Paul Cameron for Francis Vaillancourt, International Brotherhood of  
Electrical Workers (IBEW Local 2228)

**Regrets:** Fabian Murphy, Public Service Alliance of Canada (PSAC), Agriculture  
Union  
Jessica Guitard, Canadian Association of Professional Employees (CAPE)  
Francis Vaillancourt, International Brotherhood of Electrical Workers  
(IBEW Local 2228)  
Mark Boucher, Canadian Merchant Service Guild (CMMSG)

ITEMS	OPI	DECISION / ACTION	OPI(s)
1. HR Sub-Committee Working Group – Grievance Procedure Modernization	All / Tous	<p>Union representatives provided additional feedback on possible changes to the grievance procedure. Generally, it was agreed that a three level process with the final delegation to the L1 level was preferred. DGWM committed to sharing this feedback at DMC in March.</p> <p>It was agreed that the new recourse tracking system will provide much needed data on recourse usage. This will allow DND to establish trends and target potential necessary interventions based on emerging patterns. DGWM agreed that dashboards will be shared with union representatives once they become available.</p> <p>If bargaining agents have grievances pertaining to terminations or human rights that require immediate attention, they should identify these to DCLR so that the grievances are given priority.</p> <p>On the subject of delays in grievance management at the Federal Public Sector Labour Relations and Employment Board, it was agreed that DCLR would request a list of files currently awaiting a hearing and share this information with the relevant union representatives. Further discussions would then take place to see if any resolution could be pursued either through mediation or expedited adjudication.</p>	<p>DGWM DL: 20/03/18</p> <p>DGWM DL: 04/06/18</p>
2. Opening Items	Co-Chairs	<p>Co-Chairs welcomed Committee members, congratulated Messrs. Rogers and Ryan on their recent re-elections. The Committee accepted the minutes of the December 4, 2017 meeting. Action items from previous meetings were marked as either ongoing or completed.</p> <p>The agenda for the meeting was accepted.</p>	
3. Total Health and Well-being	FGDTLC-E and DGWM	<p>Mr. Ryan provided an update on mental health from the Occupational Health and Safety Policy Committee. He highlighted the importance of additional resources to establish an Office of Disability Management (ODM) for the coasts as well as resources for investigation and training.</p>	

		<p>Mr. Rogers echoed the need for more resources for the ODM and requested an update on future funding for the program as soon as possible.</p> <p>Ms. Cindy Kerber, HR Functional Advisor, provided a short presentation on Alternative Work Arrangements (AWAs).</p> <p>Various bargaining agents expressed their satisfaction with the AWA program, but voiced concern regarding the importance of culture changes and ensuring regional management is aware. It was explained that HR Strategic Business Partners are playing an important role in ensuring regional management is aware of various initiatives in AWAs.</p> <p>Finally, it was agreed that bargaining agents would flag AWAs to their stewards for further discussions at local LMCCs.</p>	
4. Health Break	DGWM/ FGDTLC-E	Members of the Committee took a short health break.	
5. Update on Personnel Files	DGWM	<p>Ms. Anna-Maria Harmathy, Senior HR Strategist, provided a brief presentation on the status of personnel file management at DND and how employees can gain access.</p> <p>In response to inquiries from Mr. Ryan, it was clarified a positional mailbox will be created to receive request to access personnel files. Additionally, a message will be provided to departmental staff in the near future. Digitization of files will likely require a longer timeframe.</p> <p>In response to inquiries from Ms. Winger, it was confirmed that at this time there is no system that flags the need to remove documents (such as disciplinary action) from a file. It was agreed that once the files are managed electronically, file management issues could be addressed through coding. It was also clarified that performance appraisals for past years should currently be kept on personnel files but that they would be integrated in the Public Service Performance Management Application (PSPM App) on a go-forward basis as of FY18-19.</p>	

		<p>Ms. Winger also requested the department consider methods to allow the members to review their personnel file at any time once the files are available electronically and all employees have access to a secure network with encryption. She also requested that the file include performance agreements and annual evaluation(s) as the file should be all encompassing.</p>	
6. Update on Compensation Services (Phoenix)	DGHROps	<p>Mr. Phil Furlan, Senior Director, National Civilian Compensation, provided information on departmental efforts to address Phoenix-related issues. It was agreed that pay issues have an impact on morale and mental health. There was a commitment to increase the number of pay advisors within the department. The department is working with PSPC to have "pods" within PSPC to deal with DND-specific issues.</p> <p>Ms. Winger indicated that she was aware of a group of employees at TBS who had their pay files reviewed at the request of management and would like to see something similar implemented for DND. It was agreed that DGWM would look into the matter and report back.</p> <p>Ms. Winger requested the department make a calculator available on the intranet for members to input their classification and province in which they work for a general estimate of what their bi-weekly pay and retro pay should be. Following discussions, management agreed to provide employees with the link to PSPC's pay calculator so that they may estimate the amount they should be receiving.</p> <p>Ms. Winger also raised concerns over the volume of pay-related issues reported in the monthly reports labelled as "other." It was explained that these are due to how the information is reported.</p> <p>Finally, it was agreed that Mr. Furlan would share the monthly pay report with union representatives.</p> <p>In response to union representatives' request that the department recruit additional resources to assist in resolving pay-related issues, Mr. Choi explained that he would gladly hire more people but that it was difficult to recruit qualified individuals.</p>	<p>DGWM DL: 04/06/18</p> <p>DGWM DL: 04/06/18</p> <p>DGHROps DL: Ongoing</p>

7. Public Service Performance Management Application (PSPM App)	All	<p>Ms. Paula Warnholtz, Director of Workforce Programs and Services, provided an update on the implementation of the PSPM App.</p> <p>In response to Mr. Richard's surprise that this system had not yet been implemented at DND, Ms. Warnholtz explained that the delay in implementation was due to difficulties in integrating military managers in the system but that the matter had been resolved.</p> <p>On the issue of performance management, Mr. Maxwell indicated that ADM(IM) would need HR-Civ support to meet the requirements of Article 30.04 of the CS Collective Agreement as it relates to the creation of a skills inventory.</p>	
8. Round Table	All	<p>Mr. Maxwell commented on the pace and extent of the changes taking place at DND. While commendable, he indicated that there was a need to ensure front line managers were aware of the new procedures and policies. He suggested that management consider a change management conference to better educate employee and employer representatives of changes. He also indicated that it may be necessary to change the new procedures to approve leave with pay for union business and committed to ensuring PIPSC National Office endorsed any proposed changes.</p> <p>Ms. Winger indicated that she felt the new procedures for administration of leave for union business were meeting UNDE's needs. She also indicated that UNDE was no longer receiving as much feedback from the compensation unit.</p>	
9. Closing Remarks	Co-Chairs	The Co-Chairs thanked the participants for the productive meeting and indicated that the next UMCC HR-Sub-Committee is scheduled for June 4, 2018.	

Approved by:

  
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 Kin Choi  
 Co-Chair

  
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 Des Rogers  
 Co-Chair