

**National UMCC**  
**National Union Management Consultation Committee**

**7 December 2017**  
**101 Colonel By**  
**Executive Boardroom B, 13ST**

**Co-Chairs:** Jody Thomas, Deputy Minister  
June Winger, President, Union of National Defence Employees (UNDE)

**Members:** Bill Matthews, Senior Associate Deputy Minister  
MGen Sean Friday for LGen Alain Parent, A/Vice Chief of the Defence Staff  
Patrick Finn, Assistant Deputy Minister (Materiel)  
VAdm Ron Lloyd, Commander, Royal Canadian Navy  
BGen Jennie Carignan for LGen Paul Wynnyk, Commander, Canadian Army  
MGen Tammy Harris for LGen Michael Hood, Commander Royal Canadian Air Force  
MGen Wayne Eyre for LGen Charles Lamarre, Commander, Military Personnel Command  
Claude Rochette, Assistant Deputy Minister (Finance) / Chief Financial Officer  
Elizabeth Van Allen, Assistant Deputy Minister (Infrastructure and Environment)  
Kin Choi, Assistant Deputy Minister (Human Resources-Civilian)  
Len Bastien, Assistant Deputy Minister (Information Management)  
Mark Williamson A/Assistant Deputy Minister (Science and Technology)  
Stan Dzbik for Des Rogers, President, Federal Government Dockyard Trades and Labour Council (West) (FGDTLC-W)  
Richard Cashin, President, Federal Government Dockyard Chargehands Association (FGDCA)  
Jerry Ryan, President, Federal Government Dockyard Trades and Labour Council (East) (FGDTLC-E)  
Mark Boucher, National President, Canadian Merchant Service Guild (CMSG)  
Jessica Guitard, representing Canadian Association of Professional Employees (CAPE)  
Fabian Murphy, National President, Public Service Alliance of Canada (PSAC), Agriculture Component  
Glenn Maxwell, President, DND National Consultation Lead, Professional Institute of the Public Service of Canada (PIPSC)  
Dany Richard, Association of Canadian Financial Officers (ACFO)

**Regrets:** LGen Alain Parent, A/Vice Chief of the Defence Staff

Des Rogers, President, Federal Government Dockyard Trades and Labour Council (West) (FGDTLC-W)  
 LGen Charles Lamarre, Commander, Military Personnel  
 LGen Michael Hood, Commander Royal Canadian Air Force  
 LGen Paul Wynnyk, Commander, Canadian Army  
 Jean-Marc Noël, President, Canadian Military College Faculty Association (CMCFA)  
 Paul Cameron, Business Manager, International Brotherhood of Electrical Workers, Local 2228 (IBEW)

ITEMS	OPI	DECISION / ACTION	OPI(s) & Deadlines (DL)
1. Opening remarks	Co-Chairs	<p>Ms. Thomas welcomed Ms. Winger as the new co-chair and introduced the new Senior Associate Deputy Minister, Mr. Bill Matthews.</p> <p>Ms. Thomas also acknowledged the problems related to the Phoenix pay system and invited union representatives to come forward with any potential solutions.</p> <p>Mr. Matthews outlined the importance of good labour-management relationships and indicated his commitment to frank and open discussions.</p>	N/A
2. Acceptance of previous minutes and agenda	All	The committee members accepted the minutes of the last meeting and noted that outstanding items had been completed.	N/A
3. Mental Health	FGDTLC(E)	<p>Mr. Ryan provided a brief update on the work of various committees on Mental Health both at the departmental and at the central agency levels. In addition, he commented on the work still required on the Violence Prevention front, particularly in relation to harassment in the workplace.</p> <p>He also positively mentioned the launch of the Office of Disability Management,</p>	

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		<p>but indicated that a rollout to regions is required to have a more meaningful impact.</p> <p>Finally, he stated that ensuring departmental policies, tools and programs on mental health are developed jointly with unions increases employee buy-in and constitutes a positive step towards culture change.</p> <p>Mr. Ryan requested that Mental Health remain a standing item on the agenda.</p> <p>In response to concerns raised by Mr. Maxwell, Ms. Thomas indicated her intention to ensure that briefings and communication material on Operation Honour include civilian language in order to make sure that it is addressed to both audiences in the future.</p> <p>Mr. Cashin raised some concerns with regard to the fact that the initiative is being treated as an operation, which by nature is intended to come to an end, whereas the change in culture that Operation Honour is intended to foster is ongoing.</p>	<p>ADM(HR-Civ) DL: June 2018</p>
<p>4. Compensation and Phoenix</p>	<p>ADM(HR-Civ)</p>	<p>Mr. Philippe Furlan, a/Senior Director, National Civilian Compensation, provided a brief overview of DND's initiatives to address issues related to the Phoenix pay system.</p> <p>Ms. Thomas and Mr. Matthews both expressed the firm desire to work with union representatives to identify potential solutions and encouraged them to come forward with any ideas.</p>	<p>N/A</p>

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		<p>In response to inquiries from Mr. Richard, Mr. Furlan explained that the future pay call center would be implemented with a tier model.</p> <p>Mr. Boucher expressed his concerns that ongoing issues with Phoenix are affecting retention and recruitment. He also encouraged the Department to consider implementing a system designed to grant employees timely access to their earning such as the one in place at DFO. As part of this process, the department advances a payment to employees representing 2/3 of outstanding monies owed and the department then recovers the advance once the formal payment is issued through Phoenix.</p> <p>It was also clarified that filing a grievance on a pay related matter will not alter the prioritization with which it is addressed by the department.</p> <p>Mr. Cashin also mentioned that while the priority system is good, even third level priorities, such as acting pay, must be dealt with eventually.</p>	
5. Health Break	All	Committee members continued their discussion through the health break.	N/A
6. Unit Morale Profile	ADM(HR-Civ) & MPC	<p>Mr. Gary Ivey, Director Research Operational and Organizational Dynamics provided a brief presentation on the Unit Morale Profile version 2.0.</p> <p>Numerous committee members outlined the need for clear communication around this survey and its intended purpose as employees are already asked to provide information</p>	N/A

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		<p>on workplace wellbeing as part of the PSES.</p> <p>Finally, Messrs. Murphy and Ryan suggested involving the OHS committees prior to administering the survey in order to increase the likelihood of employee engagement.</p>	
7. Update on JLP training on Labour-Management consultation	ADM(HR-Civ)	<p>Ms. Jennifer Cruickshank, A/Director Labour Relations Operations, provided information on the delivery of Joint Learning Program courses on Labour Management Consultation Committees. In response to questions regarding low completion rates in the NCR, it was clarified that these numbers represented courses held since fall 2017 and did not take into account previous iterations. It was agreed that ongoing efforts would continue to be deployed to train LMCC members.</p> <p>Ms. Winger indicated that in previous years UNDE and DND had developed their own course on this subject and that she would consider bringing back the program if it would facilitate delivery.</p>	N/A
8. Level 1 reports	ADM(Fin)	<p>Mr. Rochette reported on ADM(Fin)'s participation in wellbeing initiatives, as well as the promotion of talent management and language training. In addition, they are identifying new strategies to align their operations with the emerging needs brought about by SSE.</p>	N/A

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	ADM (S&T)	Mr. Williamson reported that ADM(S&T) is undergoing a time of transition and that several town halls are being held to get a pulse on employee morale and potential concerns. Health and wellbeing remain a priority and they are looking at how to address some of the feedback received to date.	N/A
	MPC	MGen Wayne Eyre discussed the great impact of SSE on MPC's operations and the ongoing need to focus on inclusivity and integration. He reported that numerous town halls have taken place to keep people apprised and that he expects that MPC will need to continue to build new capabilities in the future. He was also pleased to report that, 6 months following the move to Carling campus, employees seem to be adjusting well and are generally appreciative of alternative work arrangements.	N/A
	VCDS	MGen Friday discussed the work that they have done to support the move to Carling and reported on the Quality of Life working group, whose work continues through phase 2 of the move. He also mentioned the successful transfer of the boot allowance payments from Phoenix to the claims process, which has led to the processing of many outstanding cases. He commented on DGDS' ongoing work to streamline the security clearance process, particularly for internal transfers. Finally, he underscored the importance of ICCM's work for modernizing dispute resolution.	N/A
	ADM(Mat)	Mr. Finn positively reported on the progress made with union engagement, with particular reference to the FMF NCC. In addition, he reported very	N/A

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		active internal development programs. He indicated being effectively supported by ADM(HR-Civ) and pointed to numerous student bridgings having already taken place with more anticipated.	
	ADM(IM)	Mr. Bastien discussed the work done with PIPSC towards the contractor replacement strategy and indicated his willingness to set new targets for the upcoming year. In addition, he outlined the work done to date with PIPSC in the creation of a MoA regarding contracting out. Finally, he expects his organization to grow in order to support SSE and is satisfied with the support he has received to date from ADM(HR-Civ) through a partnership agreement.	N/A
	CA	BGen Jennie Carignan mentioned the work done with human resources to speed up classification processes and the need for staffing support in order to sustain the growth required by SSE. She discussed the successful launch of the "Not Myself Today" campaign across the Army and acknowledged the impact of the ongoing pay issues on her employee morale.	N/A

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	ADM(IE)	Ms. Elizabeth Van Allen discussed her commitment to strong union relationships going forward as exemplified by their upcoming LI UMCC. She also detailed the work required from an HR perspective to finalize the reorganization both from organizational design and staffing perspectives while acknowledging the amount of support she has been receiving from ADM(HR-Civ) through a partnership agreement. Her priorities now involve increased communication towards values and ethics as well as harassment prevention and she is looking forward to future growth in support of SSE.	N/A
	RCAF	MGen Harris explained that the current focus is to maximize SWE through staffing actions in support of a total force mindset. The importance of integrated civilian and military populations is central to support the RCAF in SSE implementation.	N/A
	RCN	VAdm Ron Lloyd began by commenting on the excellent work done by FMF personnel in maintaining the Canadian fleet. He mentioned that a review of the PSEAS results is ongoing to establish the root cause behind some of the results and establish what actions can be taken. He also discussed the need to catch up on both outstanding classification and staffing actions in order to maximize his SWE in support of SSE. Finally, he commented on the successful 2017 GCWCC campaign.	N/A



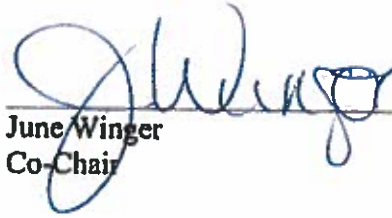
<b>ITEMS</b>	<b>ORI</b>	<b>DECISION / ACTION</b>	<b>OPI(s) &amp; Deadlines (DL)</b>
	ADM(HR-Civ)	Mr. Choi described the challenges brought about by the pay system but reiterated his commitment to supporting organizations in meeting their SSE objectives. In addition, he commented on the work being done on other fronts, such as grievance management, disability management and other activities centered on mental health.	N/A
	Sr. Associate DM	Mr. Matthews discussed the fact that DND is looking at cleaning up organizational charts which will involve eliminating old unstaffed positions. Ms. Thomas indicated that more information on this exercise would be shared as the work progresses.	ADM(HR-Civ) DL: June 2018
9. Round Table	Agriculture Component (PSAC)	Mr. Murphy raised his concerns with the delays related to the approval of study leave for his membership and requested that two outstanding cases be reviewed after the conclusion of the meeting. In addition, he committed to sending an email containing details surrounding the exclusion of 4 supervisor positions which he believes should be returned to the membership.	Agriculture Component (PSAC) DL: June 2018
	FGDTLC(E)	Mr. Ryan indicated being pleased with the Department's commitment to mental health and the high level of involvement in various related initiatives. He highlighted violence prevention as an area requiring additional resources to support the program.	N/A

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9. Round Table (Cont'd)	PIPSC	<p>Mr. Maxwell expressed his displeasure at the manner in which the SH collective agreement has been applied as it pertains to the carryover of vacation leave. He indicated that he would like to see a change in the departmental interpretation of this clause as some grievances are awaiting decision at the final level.</p> <p>Mr. Maxwell also stated that the administrative procedures around the approval of out of country training for his membership was inappropriately limiting access to his members. He committed to sending an email with the details of the case to facilitate resolution of the problem in the future.</p>	PIPSC DL: June 2018
	UNDE	<p>Ms. Winger indicated that Phoenix remains a priority for her membership and that she felt the training that had been made available was overly technical and may not provide the relevant information. Mr. Choi committed to holding a discussion with Ms. Winger in the future on the matter.</p> <p>Ms. Winger also expressed her concerns around the delays for grievance resolution and the fact that civilians are not included in the tax benefits made available to military members who deploy in operations overseas.</p>	ADM(HR-Civ) DL: June 2018
10: Next meeting and closing remarks	Co-Chairs	The Co-Chairs thanked members for their participation and Ms. Thomas reiterated her commitment to good labour-management relations through consultation and the proper application of collective agreements.	N/A

**Approved by:**

A handwritten signature in blue ink that reads "Jody Thomas". The signature is written in a cursive style with a large initial "J".

Jody Thomas  
Co-Chair

A handwritten signature in blue ink that reads "June Winger". The signature is written in a cursive style with a large initial "J".

June Winger  
Co-Chair