

**RECORD OF DECISION**  
**Union Management Consultation Committee (UMCC)**  
05 December 2019, 1430 hrs to 1630 hrs  
National Defence Headquarters Pearkes, 101 Colonel By Drive  
Conference Room "A", 13NT

Agenda			
Item	Subject	OPI	
1.	Opening Remarks	Co-Chairs	
2.	Acceptance of Agenda and Previous Minutes	Co-Chairs	
3.	Transitioning to a Minority Government	ADM(Pol)	
4.	Mental Health	FGTLC(E) & ADM(HR-Civ)	
5.	Compensation and Phoenix	ADM(HR-Civ)	
6.	Classification Update	ADM(HR-Civ)	
7.	Presentation by the Federal Black Employee Caucus	FBEC	
8.	Roundtable on Institutional Racism	ADM(HR-Civ)	
9.	Progress on Contracting Review	ADM(IE)	
10.	L1 Reports	L1s	
11.	Round Table	All	
12.	Closing Remarks	Co-Chairs	
Membership			
Co-Chairs	Replacement		Observer
Deputy Minister	Jody Thomas		
UNDE	June Winger		Benoit Laberge
Members			
Assoc. DM	Gord Venner		
Assoc. DM	Claude Rochette		
VCDS	LGen Lanthier		
RCN	VAdm McDonald		
CA	LGen Eyre		
RCAF	LGen Meinzinger	MGen Frawley	
MPC	VAdm Edmundson	MGen Whelan	
ADM(HR-Civ)	Kin Choi		
ADM(Fin) / CFO	Cheri Crosby		
ADM(IE)	Rob Chambers		MGen Sirois
ADM(Mat)	Troy Crosby		Keri-Lee Dore
ADM(IM)	Len Bastien		
ADM(S&T)	Isabelle Desmartis		
FGDTLC-W	Des Rogers		
FGDCA	Richard Cashin		
FGDTLC-E	Jerry Ryan		Yves Fournier
CMSG	Mark Boucher		Wanda Boudreau
CMCFA	Jean-Marc Noël		
PSAC Agricultural Union	Fabian Murphy		
PIPSC	Glenn Maxwell		Peter Jozsa
CAPE	Aino Cantell		

## Regrets

ACFO Dany Richard  
IBEW Paul Cameron

## Presenters

ADM(Pol) Peter Hammerschmidt Ian Miller  
ADM(HR-Civ)/DGCCB Joanne Lalonde Phil Furlan  
/DCCBI  
ADM(HR-Civ)/DGHROps / Danielle Simard  
DCCO  
FBEC Richard Sharpe and Liza Daniel  
ADM(HR-Civ)/DGWD Monica Kolstein  
ADM(IE) Rob Chambers

## Resources

DGWM Charlene Mallette, Strategic Advisor  
DGWM Alana Michel, Administrative Assistant

## Record of Decision

### Item 1: Opening Remarks

#### Summary:

- The Co-Chairs welcomed the committee members.

### Item 2: Acceptance of Agenda and Previous Minutes

**Supporting Documents:** UMCC 6 June 2019 Record of Decision, UMCC 5 December 2019 Agenda, UMCC 6 June 2019 Action Item Matrix

#### Summary:

- The Co-Chairs proceeded with the acceptance of the agenda, previous meeting minutes and previous business.
- The previous meeting minutes and agenda were adopted by the Committee.

#### Discussion:

- Ms. June Winger, President, Union of National Defence Employees, and Mr. Glenn Maxwell, DND Consultation President, PIPSC, raised the issue of certain managers forcing employees to use their leave, as they do not have enough funding to allow cash-outs.
- Ms. Jody Thomas, Deputy Minister, requested that cases where employees are being pressured to take their leave be brought to her attention and agreed to follow up with the Vice Chief of Defence Staff about this issue.

### Item 3: Transitioning to a Minority Government

**Supporting Documents:** Transitioning to a Minority Government Presentation

#### Summary:

- Mr. Ian Miller, Director General Policy Coordination, provided a presentation on the transition to a minority government, and the implications for the Department of National Defence.

**Discussion:**

- Mr. Jerry Ryan, President, Federal Government Dockyard Trade and Labour Council (East), asked about the implications of the 4 December 2019 Prime Minister's News Release on the topic of the NATO Leaders Meeting, for the Navy and Air Force on the coasts. LGen Jean-Marc Lanthier, Vice Chief of the Defence Staff, clarified that the NATO Readiness Initiative (NRI) consists of committed assets available to deploy. Ms. Thomas indicated that the assets are considered by NATO when planning, but reminded the Committee that deployment of these assets remains a sovereign decision.

**Item 4: Mental Health**

**Supporting Documents:** No supporting documents.

**Summary:**

- Mr. Ryan provided an overview of current departmental initiatives on mental health, and welcomed input on the implementation of Bill C-65.

**Discussion:**

- Mr. Ryan discussed the need for additional prevention and resiliency training.
- Ms. Thomas mentioned that she would be holding another Roundtable on Racism in the future, and indicated that the uptake is low on initiatives such as the Public Service Employee Survey results and that although progress is being made, there remains room for improvement.

**Item 5: Compensation and Phoenix**

**Supporting Documents:** DND HR-to-Pay Stabilization Presentation

**Summary:**

- Ms. Joanne Lalonde, Director General, Civilian Compensation and Benefits, presented on the DND HR-to-Pay Stabilization, which included a DND pay overview, an update on the enhanced compensation service delivery model, and information on other key compensation files, including collective agreement implementation, MyGCPay and Leave Cash-Out.

**Discussion:**

- Ms. Winger enquired about the barriers for managers in terms of timely approvals. Ms. Lalonde clarified that challenges often include travel status, leave, and accesses for acting managers. She reminded the Committee that managers must verify Phoenix regularly and that employees should inform their managers when leave is entered, as Phoenix does not notify the parties when requests are submitted.
- Mr. Maxwell asked whether MyGCPay would be available on the internet and expressed concerns with the Department's tendency to create tools only available on the DWAN, while encouraging employees to telework. Ms. Lalonde stated that MyGCPay will be available on the intranet, and will require MyKey for confidentiality purposes.
- Mr. Len Bastien, Assistant Deputy Minister (Information Management), informed the Committee of an increase in the number of VPN connections supported in the NCR.
- Mr. Choi noted that the Department has a robust Flexible Work Program (FWP) in place and would be happy to have it presented to the Committee.

- Mr. Fabian Murphy, National President, PSAC Agricultural Union, wondered whether the 67 additional compensation advisors would be casual or indeterminate employees. Ms. Lalonde indicated that they would be mostly indeterminate. Mr. Phil Furlan, Senior Director, Civilian Compensation Business Development and Implementation, highlighted that it takes approximately two years to train a compensation advisor as they move from a CR-05 to an AS-02 level, and mentioned that they are developing the next wave of advisors.

#### **Item 6: Classification Update**

**Supporting Documents:** Classification Modernization Action Plan Presentation, Change Management Placemat for Managers on Classification Renewal

##### **Summary:**

- Ms. Danielle Simard, Director, Civilian Classification and Organization, presented on Classification Modernization, which included conversion strategies, change management and standardized job description (SJD) mapping cycles.

##### **Discussion:**

- Mr. Maxwell requested more educational pieces, as he sees organizations adopting SJDs based on SWE budget, not necessarily based on operational requirements.

#### **Item 7: Presentation by the Federal Black Employee Caucus**

**Supporting Documents:** International Decade for People of African Descent: A focus on the public service

##### **Summary:**

- Mr. Richard Sharpe, Federal Black Employee Caucus Team Lead, was invited to provide a presentation on the Federal Black Employee Caucus following a meeting with the Deputy Minister. Mr. Sharpe engaged committee members on current challenges, including the diversification of leadership.

##### **Discussion:**

- Mr. Maxwell indicated that he was surprised to hear of ongoing issues with diversity and inclusion and offered to arrange for PIPSC members to participate in discussions.
- Mr. Rob Chambers, Assistant Deputy Minister (Infrastructure and Environment), asked Mr. Sharpe and Ms. Liza Daniel, Federal Black Employee Caucus Data Team Lead, for comments on current barriers. Mr. Sharpe stated the FBEC is trying to identify and address historic barriers. He mentioned that they are looking through data from PSES and OCHRO and working towards creating a picture of key areas.
- Mr. Murphy commented that it would be best to tackle barriers together and suggested that FBEC present at the Health and Safety Committee, as this committee touches on safe work environments. Ms. Thomas agreed with Mr. Murphy's recommendation.
- Mr. Chambers asked about difficulties with self-identification. Ms. Daniel stated that employees feel as though they don't understand how their information will be used. She added that they have created a self-identification campaign, which encourages employees to self-identify and looks at evidence showing benefits in doing so.

- LGen Wayne Eyre, Commander, Canadian Army, asked for specific recommendations for those in uniform. Mr. Sharpe said that a first step would be to find a way to let visible minority members have a safe space and organize themselves, as well as ensuring that all reports of harassment are taken seriously. Mr. Sharpe offered FBEC's support and Ms. Thomas suggested that FBEC present at the Defence Leadership Symposium.
- Mr. Ryan wondered if the Department has a priority hiring list, or something similar. Mr. Choi stated that we have lots of tools, but we need to ensure they are used in a meaningful way. Mr. Choi added that we must hold ourselves accountable, and that while data is important, it is best to come out with a concrete plan. Mr. Sharpe agreed that while collecting data helps set targets, current data is only confirming what we already know.
- Ms. Thomas thanked Mr. Sharpe, Ms. Daniel, and the Committee for the open conversation on the important topic of diversity and inclusion and FBEC's powerful message, and reiterated the Department's commitment to doing more on this matter.

### **Item 8: Roundtable on Institutional Racism**

**Supporting Documents:** Diversity & Inclusion, 20/21 Action Plan for the Civilian Workforces Presentation

#### **Summary:**

- Ms. Monica Kolstein, Director General Workforce Development, presented on the Diversity and Inclusion action plan for Fiscal Year 20/21 and highlighted recent senior leadership engagement, such as the DM Roundtable on Racism and Discrimination.

#### **Discussion:**

- Mr. Maxwell expressed his concerns with performance management reviews. Ms. Kolstein agreed to work with L1s and unions on an action plan. Mr. Thomas noted that performance reviews are taken very seriously at the EX level, and recognized the challenges at the manager and employee levels.
- Ms. Isabelle Desmartis, Assistant Deputy Minister (Science and Technology), mentioned the stigma around individuals being provided with opportunities because of self-identification. Mr. Choi stated that there are ongoing communications to de-stigmatize and normalize the process.
- Mr. Murphy asked how much emphasis is put on personal learning plans. Ms. Thomas indicated that it varies by L1, and is not consistent. Mr. Murphy stated that he feels that in some cases where employees do not meet their goals, it may be because they lack support.

#### **Action Item:**

- ADM(HR-Civ) will work on an action plan to improve the performance review process.

### **Item 9: Progress on Contracting Review**

**Supporting Documents:** No supporting documents

#### **Summary:**

- Mr. Chambers discussed contracting approaches for his organization, and updated members on the ongoing standardization process.

**Discussion:**

- Mr. Winger raised the issue of positions not being backfilled.
- Mr. Chambers stated that overall SWE has not been cut and Mr. Venner clarified that what may seem like a budget a cut to an individual, is actually a reallocation of SWE within the organization based on Departmental priorities and requirements.
- Ms. Winger said that RPOps West still requires 525 employees, but cannot hire because of SWE caps. Ms. Winger added that members are saying there previously was SWE, but they saw it decrease. Ms. Thomas clarified that some of the issues surround unfunded positions not being backfilled.
- Mr. Murphy reported a similar situation with the contracting out of language advisors and teachers.
- Ms. Thomas stated she will need to be provided a business case for new contracts before they can occur.

**Item 10: L1 Remarks****Summary:**

- VAdm Art McDonald, Commander, Royal Canadian Navy, stated that he looks forward to discussions with the Navy regarding the conversations the Committee had today.
- MGen Blaise Frawley, Deputy Commander, Royal Canadian Air Force, announced 120 new positions on the space side, starting with 7 this year and 11 in 2020.
- Mr. Chambers mentioned that the ADM(IE) UMCC was held recently and looked forward to upcoming engagement with unions regarding the Employee Engagement Strategy Committee.
- Mr. Bastien spoke about the ADM(IM) UMCC and highlighted some growth in ADM(IM), due in part to the conversion of contractors to employees.
- Mr. Troy Crosby, Assistant Deputy Minister (Material), indicated that the Aerospace Engineering Test Establishment will be moving from Cold Lake to Ottawa, starting in the summer of 2020.
- Ms. Desmartis highlighted that it had been one year of Transformation Synergy 2020 and mentioned that career management was the focus at their recent UMCC.
- Ms. Cheri Crosby, Assistant Deputy Minister (Finance)/ Chief Financial Officer, indicated that she is looking forward to a session in early 2020 with Dr. David Coletto.

**Item 11: Roundtable****Summary:**

- Mr. Peter Jozsa, DND Consultation Vice President, PIPSC, mentioned that DAOD 5028-0 conflicts with the financial instrument on the topic of authorization for training outside of Canada.
- Mr. Ryan highlighted the 10<sup>th</sup> anniversary of the Charter for Compassion, an organization that provides an umbrella for people to engage in collaborative partnerships worldwide, and invited the Committee to look into it.
- Ms. Winger reiterated that there is more work to be done on contracting and discussed the case of the cleaners who were on strike for 17 weeks in Petawawa. Ms. Thomas indicated that while we cannot intervene in a labour dispute with a private employer, we can remain vigilant.

**Item 12: Closing Remarks**


**Summary:**

- The Co-Chairs thanked the Committee for a good meeting and noted that they looked forward to seeing members again at the 4 June 2020 UMCC meeting.

**Record of Decision Approved by:**

  
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Jody Thomas  
Deputy Minister  
Co-Chair

02-12-20  
Date

  
\_\_\_\_\_  
June Winger  
UNDE  
Co-Chair

Jun 30, 2020  
Date