

RECORD OF DECISION
Union Management Consultation Committee - Human Resources Sub-Committee
30 November 2020, 1330 hrs to 1630 hrs
Microsoft Teams Videoconference

| Agenda | | |
|-------------------------|--|----------------------|
| Item | Subject | OPI |
| 1. | Opening Remarks | Co-Chairs |
| 2. | Acceptance of Agenda and Previous Minutes | Co-Chairs |
| 3. | Standing Items: | |
| | 3.1. Mental Health | FGDTLC(E)/DGWM |
| | 3.2. Compensation Update | ADM(HR-Civ)/ DGCCB |
| | 3.3. Classification Update | ADM(HR-Civ)/ DGHROps |
| 4. | Bill C-65 | ADM(HR-Civ)/ DGWM |
| 5. | Systems Review | ADM(HR-Civ)/ DGHROps |
| 6. | Future of Work | ADM(HR-Civ)/ DGWD |
| 7. | PIPSC Items | PIPSC |
| 8. | DGWM Update | ADM(HR-Civ)/ DGWM |
| 9. | Round Table | All |
| 10. | Closing Remarks | Co-Chairs |
| Membership | | |
| Co-Chairs | Replacement | Observer |
| ADM(HR-Civ) | Kin Choi | |
| FDGTLC(W) | Des Rogers | |
| Members | | |
| DGWM | Peter Hooey | Jennifer Bordeleau |
| DGHRSD | Vikesh Srivastava | |
| DGWD | Monica Kolstein | |
| DGHROps | Barbara Williams | Danielle Simard |
| DGCCB | Joanne Lalonde | |
| FGDTLC(E) | Jerry Ryan | Yves Fournier |
| PIPSC | Glenn Maxwell | |
| CMSG | Mark Boucher | |
| FGDCA | Richard Cashin | Wanda Boudreau |
| ACFO | Dany Richard | |
| CMCFA | Helen Luu | |
| IBEW | Paul Cameron | Francis Vaillancourt |
| CAPE | Jessica Guitard | Dean Wythe |
| Regrets | | |
| UNDE | June Winger | |
| PSAC Agricultural Union | Fabian Murphy | |
| Presenters | | |
| DGWM, | Francois Bariteau, Director Total Health Management | |
| DGCCB | Joanne Lalonde | |
| DGHROps | Barbara Williams | |
| DGHROps | Danielle Simard, Director Civilian Classification and Organization | |
| DGWM | Peter Hooey | |
| DGWD | Monica Kolstein | |
| PIPSC | Glenn Maxwell | |
| Resources | | |
| DGWM | Charlaine Mallette, Strategic Advisor | |

Record of Decision

Item 1: Opening Remarks

Summary:

- The Co-Chairs welcomed the committee members.
- Mr. Kin Choi, Assistant Deputy Minister (Human Resources – Civilian) (ADM(HR-Civ)), advised the committee that the next couple of weeks would have a large impact, pending the economic update and that there has been a lot of attention placed on program delivery.
- Mr. Choi thanked all of the committee members for their support on Bill C-65.

Item 2: Acceptance of Agenda and Previous Minutes

Supporting Documents: 30 November 2020 UMCC HR-Sub Agenda, 21 September 2020 UMCC HR-Sub Minutes, UMCC HR-Sub Action Item Matrix

Summary:

- Mr. Des Rogers, Federal Government Dockyard Trade and Labour Council (West) (FDGTLC (W)) proceeded with the acceptance of the agenda and previous meeting minutes.
- Mr. Choi provided an update on previous business and welcomed member's input with regards to the UMCC HR-Sub Action Item Matrix.
- The previous meeting minutes and agenda were adopted by the Committee.

Item 3.1: Mental Health

Supporting Documents: No supporting documents.

Summary:

- Mr. Jerry Ryan, President, Federal Government Dockyard Trade and Labour Council (East) (FGDTLC (E)), reminded the committee of physical and mental health issues cross country. Mr. Ryan advised that it is critical to continue to monitor violence and harassment as they are a large part of MH struggles. Mr. Ryan stated that creating a more supportive environment by building better systems and integration processes will benefit all employees.
- Mr. Francois Bariteau, Director Total Health Management (DTHM), welcomed Ms. Charlene Mallette as the new Senior Manager for Mental Health and EAP. Mr. Bariteau stated that www.canada.ca and the HR Go app continue to be updated with new communications regarding mental health.
- Mr. Bariteau provided an update on Canada's Healthy Workplace Month (CHWM), he advised that the events were successful considering the virtual pivot. Mr. Bariteau also briefed the committee on the DM coffee talk that provided a lot of ideas, discussions and showcased DND employee's resilience. Mr. Bariteau advised the committee that monthly EAP webinars will be taking place, continuing with the December 9th Managing Stress and Finding Resilience course.
- Mr. Bariteau emphasized the need to connect with staff and ensure that they are doing well during the holiday season.

Discussion:

- Mr. Ryan reminded the committee that a large amount of members do not have constant access to computers or smart phones to attend all of the webinars/events, accommodations need to be made to include on-site mental health activities to include everyone.
- Mr. Choi stated that an EAP overview should be discussed at the next UMCC HR-Sub as there is a current lack of use of this tool by member's families. Mr. Choi stated that alongside Mr. Rogers, a refresh will be in the works for the New Year to encourage members and their families to utilise this great tool.

Action Items:

EAP Overview to be discussed at next UMCC HR-Sub

Item 3.2: Compensation Update

Supporting Documents: Compensation Update Presentation

Summary:

- Ms. Joanne Lalonde, Director General Civilian Compensation and Benefits (DGCCB) provided an update on compensation. She stated that the backlog has consistently been reducing, and that since April 2020, 31% (11,000 cases). This reduction has impacted 3,400 employees.
- Ms. Lalonde updated the committee on the backlog reduction strategy. Public Service and Procurement Canada (PSPC) has a dedicated team for resignations, new hires, acting's, etc. DGCCB is focusing on resolving escalated cases, inactive cases and cases that have been in the queue the longest amount of time. A map has been provided to easily show where Compensation Advisors are present on bases and wings throughout the country.
- Ms. Lalonde stated that the Retro Redesign project is going very well, however manual support will be needed for the 18% of employees that are not well supported by the Phoenix System. The Firefighters (FR) backlog should be completed by January 2021 and the same approach will be used for the future.
- Ms. Lalonde advised that 2,339 client initiated consultations have been booked through HR Connect since April. Client care calls have also been taking place and these have helped close 36.3% of open cases. The Compensation team will continue client care calls and integrate them into the campaign plan due to the positive feedback they have been receiving.
- Ms. Lalonde explained that the pension contribution arrears and underpayments that affect 1,233 DND employees is underway. Compensation will reach out to Bargaining agents weekly as they receive lists from PSPC with member names. Compensation will be available to assist in filling out any forms with regards to payment plans offered by PSPC.
- Ms. Lalonde stated that transaction timeliness remains a factor in Compensation and management is working alongside the staffing team to ensure that approvals are acquired early on. Currently transaction timeliness is at 74%, but compensation is aiming to hit 90%. Ms. Lalonde further explained that the Robotics Process Automation (RPA) project is currently underway in order to automatically remind managers of outstanding transactions. Until this system is in place, Compensation Advisors are contacting managers directly in hopes to get the backlog reduced.
- Ms. Lalonde advised that Compensation has received great feedback on My GC Pay, as employees find the site very user friendly and includes all information they require. The Compensation team will also be looking further into launching more life event tools for employees.

Discussion:

- Mr. Rogers inquired about net overpayments vs gross overpayments being received. Are employees receiving gross overpayments and struggling to get payments back on track? Ms. Lalonde advised that she would look further into the issue and provide Mr. Rogers with a definitive answer.
- Mr. Glenn Maxwell, Professional Institute of the Public Service of Canada (PIPSC) inquired as to where an escalation tool can be found for pay cases. Mr. Maxwell mentioned that HR Go is a great tool, however the option to solve a pay case should be more accessible to members. Ms. Lalonde advised that she would forward the pay escalation link to Mr. Maxwell and that they will inquire if as per his suggestions something can be added to the HR Go app.
- Mr. Choi requested that if the committee comes across any large cases to kindly bring it to Ms. Lalonde and his attention as compensation issues oftentimes affect the employee's mental health.
- Mr. Dany Richard, Association of Canadian Financial Officers (ACFO), inquired if error rates have decreased recently. Ms. Lalonde advised that error rates have dropped drastically due to additional training for the HRRPT and emphasis on the importance of transactions to the team. The current error rate is at 1-

3% for PAR's. Ms. Lalonde explained that data accuracy is very important and the Compensation team has been addressing it on many fronts.

- Mr. Choi thanked Ms. Lalonde for all of the Compensation team's hard work. He stated that anticipatory mapping for compensation services, the campaign plan, and the compensation redesign project are priorities for ADM (HR-Civ).

Item 3.3: Classification Update

Supporting Documents: Classification Update Presentation

Summary:

- Ms. Barbara Williams, Director General Human Resources Operations (DGHROps), and Ms. Danielle Simard, Director Civilian Classification and Organization (DCCO), provided an update on classification.
- Ms. Simard stated that the classification team is currently preparing for the conversions and modernization of positions. The team is focusing on education and outreach, and will be looking to collaborate more with the unions.
- Ms. Simard highlighted that the Computer Systems (CS) mapping exercise is almost ready for conversion, and that the mapping blitz 3 for the (PA) and (FI) groups will use the same approach. She further stated that local and regional union representative will be aware of process in order to prevent any potential issues that may arise.
- Ms. Simard stated that management is working with ADM (PA) in order to have Virtual Town hall posted on various sites. She advised that short 60-90 second videos are being created to address specific topics and will be downloadable and printable in order to provide access to all members.

Discussion:

- Mr. Maxwell inquired about the change of approval on particular classification cases, he clarified that ADM (IM) has taken authority on the CS group SJD's. Ms. Simard clarified that ADM (IM) is the owner of the CS group functions and will authorize models and organizational structures, if management is requesting additional changes outside of the approved models, DCCO will contact ADM (IM) for authorization.

Item 4: Discussion on Bill C-65

Supporting Documents: No supporting documents

Summary:

- Mr. Peter Hooey, Director General Workplace Management (DGWM), gave an update on Bill C-65. He advised the committee that he is working with Mr. Bariteau and leveraging the NHSPC sub-committee to inform implementation updates.
- Mr. Hooey stated the by 1 January 2021, DND will be compliant, however work will continue to be done in order to ensure that the best possible systems are in place for all employees.

Discussion:

- Mr. Ryan stated that the sub-committees for Bill C-65 should be co-chaired to ensure that all parties are involved in the discussion. He stated that as the January 1 start date quickly approaches, training will be the most important aspect.

Item 5: Systems Review

Supporting Documents: No supporting documents

Summary:

- Ms. Williams provided an update on the DGHROps Systems review. She stated that a dedicated anti-racism task force has been created in staffing in order to identify any systemic barriers within the staffing regime. This team will work alongside advisory committees, bargaining agents, and key players across the Defence Team.
- Ms. Williams advised that Employment Equity (EE) organizational needs, as well as system and policy reviews are currently taking place. Alongside Ms. Kolstein, additional training for management and supervisors will be developed in order to show diversity and inclusion in selection boards.

Discussion:

- Mr. Maxwell suggested that Ms. Williams reach out to the Public Service Commission as they are currently working on similar initiatives and could advise on possible pitfalls. Ms. Williams confirmed that she has been in touch with the Public Service Commission and that they will be working together.
- Ms. Helen Luu, President, Canadian Military Colleges Faculty Association (CMFCA), inquired if the experts being consulted were Government of Canada Hiring consultants, and if they reviewed anti-discrimination aspect. Ms. Luu emphasized the need for an expert analysis on barriers in order to avoid placing the responsibility on minorities in the Public Service, simply because they are part of an EE group as they are not trained to analyse or advice on systems.
- Ms. Williams advised that a lot of work has been completed in the past two years throughout the Government of Canada and that her team will be leveraging this work. The committee will also be using Director General Military Personnel Research and Analysis (DGMPRA) as a resource since a larger review was conducted in order to avoid any gaps. Ms. Williams stated that the anti-discrimination lens will be further examined.
- Mr. Choi stated the importance of having members share their experiences with barriers that have affected them as well as having experts with great study backgrounds. Without both components, the right solutions will not be reached.

Item 6: Future of Work

Supporting Documents: Future of Work Presentation

Summary:

- Ms. Monica Kolstein, Director General Workforce Development (DGWD) provided an update on Future of Work. She advised that the meeting that was held on 17 November 2020 had a lot of great suggestions on the Future of Work and what it will look like throughout the department.
- Ms. Kolstein stated that she would like to schedule more meetings to discuss this subject with bargaining agents in order to map the way forward for a systemic and holistic approach.

Discussion:

- Mr. Maxwell and Mr. Richard thanked Ms. Kolstein for the meeting and are looking forward to further discussions on the topic.

Item 7: PIPSC Items

Supporting Documents: No supporting documents

Summary:

- Mr. Maxwell advised the committee on the current DND work from home posture as some managers are not respecting the current return to work posture. Mr. Maxwell stated that the measures that were previously put in place are now being ignored and that employees are returning to work in cramped spaces. Mr. Maxwell

suggested that Business Resumption Plan need to be consulted and is looking for HR guidance to ensure that balance is maintained.

- Mr. Maxwell stated that the use of the term “civilian” is being referred to negatively by the CAF as a mean or restriction or limitation. He further stated that employees should be referred to as Public Servants to align with the rest of the Government of Canada.

Discussion:

- Mr. Choi stated that the spirit of collaboration needs to be maintained for the Return to Work strategy to ensure that all employees are treated fairly. Mr. Choi advised that although many employees do not want to take leave, time should be taken to unplug and rest. The Deputy Minister has decided not to pursue a circuit break as employees should be allowed to set their own boundaries. Base and Wing Commanders will be contacted to ensure that the language is appropriate when addressing employees.
- Mr. Choi agreed that the context provided for the use of the term “civilian” is unacceptable. Mr. Choi acknowledged the importance of the issue, and has committed to ensure that in future communication products, the terminology will be used appropriately. More research needs to take place before further discussions continue with regards to no longer using the term civilian.
- Ms. Jennifer Bordeleau, Director Civilian Labour Relations (DCLR), stated that the Labor Relations team is working with management on a case-by-case basis with regards to scheduling future leave and having the appropriate discussions.
- Mr. Hooey reminded the committee that Collective Agreements should be adhered to, and work is ongoing to ensure that employees are treated fairly and with compassion.

Item 8: DGWM Update

Supporting Documents: No supporting documents.

Summary:

- Ms. Bordeleau stated great progress was being made with final level grievances, in the past 2 weeks, 20 long standing grievances have been signed by Mr. Hooey. Ms. Bordeleau thanked the committee members for submitting priority lists in order to have these grievances resolved.
- Ms. Bordeleau advised that the move to the National model for the Labour Relations team has given her team the opportunity to take inventory and better assess the current situation. The list of Labour Relations Officers for each group will be provided via email shortly.
- Mr. Bariteau updated the committee on the Flu Clinics. 10 clinics will be taking place this week, 8 clinics the week of 7 December, 3 clinics the week of 14 December as well as 5 clinics in the NCR. Communications have been provided to local points of contact.
- Mr. Bariteau explained that the Total Health and Wellness Strategy (THWS) Sub-Committee holds a meeting every 6 weeks to discuss issues that relate to Public Service as well as CAF employees. Mr. Bariteau would like to have a few Bargaining Agents present to support discussions relating to initiatives and programs that will be put in place.

Discussion:

- Ms. Luu inquired if excluded positions, which are regularly onsite will be able to get flu shots. Ms. Luu emphasized that teachers are the most vulnerable, however many of their positions are excluded. Mr. Bariteau clarified that flu shots are available to all employees that work on site. Once those employees have received their flu shot, the remainder will be available on a first come, first serve basis.

Item 9: Round Table

Supporting Documents: No supporting documents.

Discussion:

- Mr. Richard inquired if any further direction was received from TBS and OCHRO with regards to Leave 699. Mr. Hooley advised that no further direction has been received, however there is room for interpretation. Case-by-case solutions are being provided based on the tools at DND's disposal.
- Mr. Richard also inquired on the status of managers consulting LR regarding each case of employees and their families being compromised. Ms. Bordeleau advised that in the majority of cases, management has contacted her team, but if any bargaining agent is made aware of cases where management has not reached out to Labour relations to please ensure that herself and Mr. Hooley are made aware to ensure that all management receives proper education.

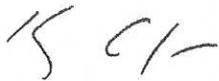
Item 10: Closing Remarks

Supporting Documents: No supporting documents.

Summary:

- The Co-Chairs thanked the Committee for a good meeting and noted that they look forward to seeing members again at the upcoming UMCC Check-In Meeting 2 December and the 8 December 2020 UMCC meetings.

Record of Decision approved by:



Kin Choi
ADM (HR-Civ)
Co-Chair



Des Rogers
FGDTLC (W)
Co-Chair