UMCC HR Sub-Committee / Sous-Comité des RH CCS-P

(Union Management Consultation Committee Human Resources Sub-Committee /
Sous-comité de ressources humaines du comité de consultation syndicale-patronale)

8 June 2012, 0900hrs to 1100hrs / Le 8 juin 2012, 09 h 00 à 11 h 00
Government Conference Centre / Centre de conférences du Gouvernement
Gatineau Room, 4th Floor / Salle Gatineau, 4ième étage
2 Rideau Street, Ottawa / 2 rue Rideau, Ottawa

Co-Chairs:

Cynthia L. Binnington, Assistant Deputy Minister (Human Resources-Civilian) (ADM (HR-Civ))
Lorne Brown, Federal Government Dockyards Trades and Labour Council (East) (FGDTLC-E)

Members:

Mandy Hanlon, Director General Workplace Management (DGWM)
Gail Johnson, Director General Human Resources Strategic Directions (DGHRSD)
Stéphanie Poliquin, Director General Workforce Development (DGWD)
Micheline Hickeson, Acting Director General Alternative Dispute Resolution (A/DGADR)
Col Stephen Tremblay, Director of Official Languages (DOL)
John MacLennan, National President, Union of National Defence Employees (UNDE)
Des Rogers, President, Federal Government Dockyards Trade and Labour Council (West) (FGDTLC-W)
Tom Denault, President, Federal Government Dockyards Chargehands Association (FGDCA)
Dr. Jean-Marc Noël, President, Canadian Military College Faculty Association (CMCFA)
Joy Thomson, representing President, Canadian Merchant Service Guild (CMSG)
Glenn Maxwell, President, DND National Consultation Team, The Professional Institute of the Public Service of Canada (PIPSC)
Nicolas Brunette-D'Souza, representing Association of the Canadian Financial Officers (ACFO)
Fabian Murphy, Vice President, Public Service Alliance of Canada (PSAC), Agriculture Component
Francis Vaillancourt, International Brotherhood of Electrical Workers (IBEW) Local 2228

Regrets:

Cheryl Read, Director General Civilian Human Resources Management Operations (DGCHRMO)
Milt Isaacs, President, Association of the Canadian Financial Officers (ACFO)
Marc Boucher, President, Canadian Merchant Service Guild (CMSG)

ITEM 1: Opening Remarks

1. Ms. Binnington welcomed the participants and congratulated Mr. Brown on his re-election as President of the FGDTLC-E.

2. Mr. Brown announced that he would be resigning as the Committee's Co-Chair and advised that he would continue in the role until a new Co-Chair was appointed.

ITEM 2: Acceptance of Minutes and Agenda

3. Mr. Brown requested that the members accept the agenda for the meeting and the minutes of 9 March 2012 meeting. The Committee accepted both.

ITEM 3: Previous Business

4. Mr. Brown and Ms. Binnington reviewed the business arising from the previous meeting.

5. Ms. Binnington advised that an update on Business Process Management would be provided during Item 4 of the meeting.

6. Ms. Binnington advised that feedback had been provided to the Shediac Pension Center regarding the concerns raised by PIPSC. Mr. Maxwell confirmed that there had been no further complaints on service; however, he noted there was still no case management at the Shediac Pension Center.

ITEM 4: Business Process Management – Implementation

7. Ms. Johnson provided an update on Business Process Management (BPM). Her update included a reminder of what is BPM, the completed projects of fast track staffing and classification, the next steps, and the projects underway. Ms. Johnson elaborated that the Departmental projects underway were: the project approval process, the ammunition process, and integrated conflict management.

8. Ms. Johnson advised that the redesign teams were composed of employees from across the country involved in the processes, client representatives, and BPM representatives. She noted that the objectives of BPM were to streamline, find efficiencies and effectiveness, and eliminate waste and duplication.

9. Ms. Binnington commented that the projects initiated to date involved the division of work between managers and human resources officers, and advised that work would continue into other areas where union engagement would be sought, such as performance management and the grievance process. She remarked on the importance of being effective, especially during a reduction period.

10. Mr. Maxwell asked whether there would be further changes to the organization resulting from BPM, specifically pertaining to vacancies in some Service Centers. Ms. Johnson responded that the cross country concept of the Service Centers would not change. However, she noted the objective was to introduce technology when delivering services, which could result in virtual services, as well as to emphasize client self-service. Ms. Binnington noted that efficiencies were being sought, and numbers would go down where efficiencies were identified.

11. Mr. MacLennan expressed a concern that an increase in the use of technology would result in future reductions. He also asked whether the BPM changes included centralizing human resources in the commands. Ms. Binnington advised that streamlining business processes was one of the DRAP initiatives, and indicated that the centralization of human resources management services was included. Ms. Binnington remarked that the business impact of technology in human resources would be particularly felt by the compensation functions, and that placing compensation advisors in the changing environment would be challenging but that efforts would be made.

12. Finally, Ms. Johnson indicated that the testing phase for fast track staffing was anticipated for July, and the classification testing phase would begin in the next few months. Ms. Binnington added that updates on the BPM implementation would be provided as the process moved forward.

ITEM 5: Integrated Performance and Talent Management Framework Update

13. Ms. Poliquin introduced Ms. Flowers Code, Director, Leadership, Talent and Community Management, to provide an update on the Integrated Performance Management Framework. Ms. Flowers Code's update included the case for change, fundamental changes being proposed, and the next steps.

14. Ms. Flowers Code indicated that the new appraisal process would include a mid-year review to permit the redefinition and adjustment of priorities. She advised that focus groups, composed of managers and employees, on the new tool would be held. Finally, Ms. Flowers Code remarked on the value of feedback on the tool, and proposed a focus group with the union committee members to be held around the fall HR Sub Committee meeting.

15. Mr. Maxwell requested to have the information sent to the unions in advance of the session. Ms. Flowers Code confirmed that information on the tools, draft policies and processes, and form would be sent to the unions prior to the pilot session. ***Action Item: DGWD will send the information on the new process to the Unions prior to the focus group with the members.***

16. Mr. Denault raised concerns over managers' use of the tool and compliance. Ms. Binnington noted the Deputy Minister's support for performance appraisals, and indicated that the completion of performance appraisals was built into the Management Accountability Framework (MAF).

17. Mr. Brown asked whether the Department's timelines were impacted by the Office of the Chief Human Resources Officer (OCHRO). Ms. Flowers Code advised that DND was moving ahead with the tool, which would be sent to OCHRO for review. She also remarked on the importance of providing employees with timely feedback, linking performance to learning, and implementing reporting tools.

ITEM 6: Collective Work Description Learning Group

18. Mrs. Hanlon provided an update on the Collective Work Description Joint Learning Initiative. She indicated that since the fall of 2011, the working group had had two consultation meetings. Mrs. Hanlon indicated that the working group's objective was to develop a learning plan to explain classification in a collective work description environment, and that discussions had occurred on parameters and format of the training. Finally, Mrs. Hanlon advised that an update would be provided during the fall meeting. ***Action item: DGWM to provide an update on CWD learning group at the fall meeting.***

19. Mr. Brown commented on the productive meetings of the working group, and on the importance of the timelines since the group was aware of the upcoming change agenda.

20. Mr. Maxwell asked about project's direction and raised concerns over the production of a final product.

21. Mrs. Hanlon noted the importance of remaining committed to the joint learning venture which would ultimately improve understanding on CWD. She added that the working group had been tasked to identify resources that would be required for the project. Mrs. Hanlon also noted the project's timelines could be extended due to the competing priorities, within fixed resources.

22. Mr. Murphy asked about the training's target audience. Mrs. Hanlon responded the objective was to create a common understanding on collective work description for managers and employees.

ITEM 7: Update on the Employee Assistance Program (EAP)

23. Mrs. Hanlon provided an update on the EAP Program following the fall 2011 "Blue Sky" consultation. She remarked on the continued commitment to the next steps and that she expected to bring the team together this fiscal year. Mrs. Hanlon added that a project plan, based on the feedback received during the blue sky consultation, would be prepared in the coming months, and would be shared for comments.

24. Mrs. Hanlon advised that in the interim the Health Canada (HC) contract had been extended to meet immediate needs of DND civilian employees.

25. A discussion followed during which concerns were expressed on the value of the role of Referral Agents (RA) and the personal contact they provide, the cost and value of RA training, and the provision of feedback on the program. Mr. Rogers noted his interest in reviewing the HC statistics and understand the corresponding areas of employee usage. He also suggested that the statistics could be extracted by Region, if possible. Mrs. Hanlon agreed to provide an update at the next HR Sub-Committee meeting. ***Action item: DGWM will follow up to determine whether HC statistics can reflect Regions and report at the next meeting.***

26. Mrs. Hanlon remarked that unions and coordinators would be asked to provide feedback on the value of the program and HC information for areas which should be looked at for continued improvements. She reinforced her commitment to the program and for continued improvements.

27. Further concerns were raised over the need for National EAP Advisory Committee (NEAPAC) meetings, the jointness of the program, and the value of EAP and the symposium. Mrs. Hanlon replied that neither the EAP symposium nor a NEAPAC meeting are currently being planned, due to a lack of resources.

28. Ms. Hickeson remarked that from an alternative dispute resolution perspective, the anonymity and accessibility for all employees of a 1-800 EAP number was beneficial since not all individuals are comfortable speaking with an RA. She recognized the value of choice for the employees.

29. Mr. MacLennan asked whether a commitment on training for RAs could be provided. Further discussion around resources ensued. Ms. Binnington stated that she would discuss resources with Mrs. Hanlon.

30. Mr. Murphy remarked that some departments have the EAP report to areas other than human resources, such as Health and Safety, and added that these departments reviewed and reported on EAP regularly.

ITEM 8: Round Table

31. Mr. MacLennan had no issues to raise.

32. Ms. Poliquin indicated that the selection committee for the Civilian Personnel Education Support Program (CPESP) took place during the week of 22 May 2012. She also thanked Mr. Brown and Terri Kelly, of UNDE, for their participation on the selection committee. She remarked that ten scholarships were anticipated, and mentors for the recipients return to work were planned.

33. Ms. Poliquin also advised that the statistics on CF members and advertised processes would be distributed the following week.

34. Mr. Rogers asked about the proposed direction of Regional ADR Centers. Ms. Hickeson confirmed that the new model would be comprised of four regions; work continued on defining how work would be delivered. She indicated that the four region model was selected following a review of the program that included a statistical review of several factors. Ms. Hickeson acknowledged that, in some areas, individuals would be required to make appointments in advance, but other capabilities, such as teleconferencing, videoconferencing, and site visits were also available. Finally, she expressed confidence that the ADR practitioners would be able to meet the Department's needs.

35. Ms. Binnington commented on the complexity of the restructuring, noting the reductions for both civilian and military personnel for ADR. She added that further discussion on the program and changes to the program could occur. ***Action item: An update on the ADR Program will be included during the fall meeting.***

36. Mr. Noël had no issues to raise.

37. Ms. Johnson provided an update on the integration of HR service delivery, noting it was a DRAP proposal. She indicated the objective was to achieve economies of scale, standardization, and streamlining of services. Ms. Johnson indicated that analysis demonstrated a third of spending on human resources occurred outside ADM (HR-Civ), and that a significant amount was focused on coordination. She added that all day sessions had occurred with Level 1 and 2 Human Resources Business Managers (HRBMs).

38. Ms. Johnson also provided an update on the Civilian Workforce Management Board (CWMB). She advised that the board continued to emphasize the maximization of continued employment for National Defence employees, and would provide direction to ensure alternation opportunities were utilized. She noted more detail would be provided during the Workforce Adjustment Consultation Committee (WFACC).

39. Mr. Murphy had no issues to raise.

40. Mr. Brunette-D'Souza had no issues to raise.

41. Col Tremblay had no issues to raise.

42. Mr. Denault remarked on the new leave policy for former members of the Canadian Forces (CF) in the public service.

43. Mrs. Hanlon provided a point of clarification to the earlier discussion around EAP resources and explained that resources had not been cut but rather had been redirected to cover the cost of the enhancement of the HC contract.

44. She also commented on the National Public Service Week (NPSW) and noted the importance of recognizing the work and contribution of employees, especially during these challenging times. Mrs. Hanlon encouraged employees to participate in the employer sponsored events. She added that employees participating in union sponsored events would be required to do so on their own time.

45. Finally, Mrs. Hanlon provided an update on the Corporate Awards. She indicated there were 48 award recipients and that 383 Queen's Diamond Jubilee Medals had been allocated to recognize DND civilian employees.

ITEM 9: Closing Remarks

46. Mr. Brown remarked on the changes to the annual leave provision for former CF members, noting that wording was being reviewed and the effective date would be 1 April 2012. Mr. MacLennan requested that the leave be credited to former CF members prior to lay-off situations occurring. Mr. Brown added that questions and answers would be included on the Treasury Board of Canada's website.

47. Mr. Brown requested clarification on the Deputy Minister's comments on apprenticeship program made during the 4 June 2012 National UMCC. Ms. Binnington responded that she understood the business plan had been approved, and the DM approval under the Financial Administration Act (FAA) was in progress.

48. Mr. Brown inquired into responsibility for the working group and Ms. Binnington confirmed that those discussions had not yet occurred. She indicated that that information on the review of the apprenticeship program would be provided in the future.

49. Mr. Brown requested the date for the fall meeting be changed due to scheduling and October was proposed for the next meeting. *Secretarial note: The next meeting will be 3 October 2012. A meeting invitation will be sent closer to the date.*

50. Ms. Binnington noted challenges around redesign of the ADM (HR-Civ) intranet site. Resources had been directed towards developing the alternation tool and other priorities, but would soon be able to turn their attention back to this important task.

51. She also recognized the challenges of current environment and reinforced the need to remain positive and to provide affected employees with support. Ms. Binnington encouraged committee members to advise the Department on issues or concerns, which would enable them to be addressed as soon as possible.

52. Ms. Binnington recognized and thanked Ms. Read, who would be retiring before the next HR Sub Committee meeting, for her hard work and dedication. She indicated Ms. Rigg would be taking over the responsibilities on 3 July 2012.

53. Finally, Ms. Binnington thanked Mr. Brown for his work as Co-Chair on the Committee.

UMCC HR SUB-COMMITTEE MINUTES 8 June 2012

Approved by:

Cynthia Binnington
Co-Chair

Lorne Brown
Co-Chair