

**RECORD OF DISCUSSION**

Union Management Consultation Committee –  
Human Resources Sub-Committee (UMCC HR Sub)

12 September 2022, 1300hrs to 1530hrs

Microsoft Teams or Carling Conference Room A (5T.3.J13.01)

| Agenda |                                                            |                  |
|--------|------------------------------------------------------------|------------------|
| Item   | Subject                                                    | OPI              |
| 1.     | Opening Remarks                                            | Co-Chairs        |
| 2.     | Acceptance of Previous Minutes, Agenda & Previous Business | Co-Chairs        |
| 3.     | Arbour Report                                              | DGERIS           |
| 4.     | Public Service Employee Survey (PSES)                      | DGHRSD / ADM(RS) |
| 5.     | Hybrid Workforce & Leave 699                               | DGWD             |
| 6.     | Heyder Beattie Class Action Update                         | UNDE             |
| 7.     | HR Connect                                                 | DGHRO            |
| 8.     | Canadian Fallen Firefighters Federation (CFFF) (Adopted)   | UNDE             |
| 9.     | Round Table                                                | All              |
| 10.    | Closing Remarks                                            | Co-Chairs        |

| Membership                    |                    |             |           |
|-------------------------------|--------------------|-------------|-----------|
| Co-Chairs                     |                    | Replacement | In Person |
| ADM(HR-Civ)                   | Isabelle Desmartis |             | Y         |
| FGDTLC(W)                     | Des Rogers         |             | Y         |
| Members                       |                    |             |           |
| FGDTLC(W)                     | Kevin Walsh        |             | Y         |
| FGDCA                         | Wanda Boudreau     |             | Y         |
| FGDTLC(E)                     | Yves Fournier      |             | Y         |
|                               | Fred Hutchison     |             | Y         |
| CFPA                          | Justin Miller      |             | N         |
| CMSG                          | Bernard Talbot     |             | N         |
| CMCFA                         | Sylvain Leblanc    |             | Y         |
| PSAC (Agricultural Component) | Milton Dyck        |             | Y         |
| PIPSC                         | Tom Zaharopoulos   | Peter Jozsa | N         |
| CAPE                          | Julie Jobin        |             |           |
| ACFO                          | Dany Richard       |             | Y         |
|                               | Stephanie Rochon   |             | N         |
| IBEW                          | Paul Cameron       |             |           |
|                               | Meaghan Olmstead   |             | N         |
| UNDE                          | Paul Jones         |             | N         |
|                               | June Winger        |             | Y         |
| ADM(HR-Civ), DGWM             | Jennifer Bordeleau |             | Y         |
| ADM(HR-Civ), DGWD             | Monica Kolstein    |             | Y         |
| ADM(HR-Civ), DGHRO            | Barbara Williams   |             | N         |
| ADM(HR-Civ), DGHRSD           | Beth Champoux      |             | Y         |

|                      |                    |  |   |
|----------------------|--------------------|--|---|
| ADM(HR-Civ), A/DGCCB | Charles Beraud     |  | Y |
| <b>Presenters</b>    |                    |  |   |
| VCDS, DGERIS         | BGen Roger Scott   |  | Y |
| DGHRO, DHRC          | Julie Albert       |  | N |
| ADM(RS)              | Julie Charron      |  | Y |
| <b>Observers</b>     |                    |  |   |
| DMA                  | Stefanie Beck      |  | N |
| PSAC                 | Seema Lamba        |  | N |
| PSAC                 | Michele Girash     |  | N |
| PSAC                 | Shaheen Lotun      |  | Y |
| DGWM, DCLR           | Louise Boudreau    |  | Y |
| DGWM, DLRO           | Kelly Walsh        |  | Y |
| DGWM, DTHM           | Francois Bariteau  |  | N |
| DGWM, DSP            | Shelley Taylor     |  | N |
| ADMO(HR-Civ)         | Charlaine Mallette |  | Y |
| <b>Resources</b>     |                    |  |   |
| ADM(HR-Civ), DGWM    | Amanda Power       |  | Y |

## Record of Discussion

### Item 1: Opening Remarks

#### Summary:

- Ms. Isabelle Desmartis, Assistant Deputy Minister (Human Resources – Civilian) (ADM(HR-Civ)), welcomed all participants to the meeting taking note that the agenda was unique in that Ms. Stefanie Beck, Associate Deputy Minister (DMA), was joining the committee to discuss the Arbour Report which was on the agenda as committed to by Mr. Bill Matthews, Deputy Minister (DM), at the National Union Management Consultation Committee (NUMCC) on 13 June 2022. She continued to welcome Ms. Louise Boudreau as the new Director, Corporate Labour Relations (DCLR), to the organization.
- Ms. Beck, DMA, provided opening remarks noting it was her first meeting with all bargaining agents, and was looking forward to collaborating with all members. She recognized that the implementation of the Arbour Report was extremely important, with the Minister of National Defence (MND) having accepted all the recommendations. Ms. Beck noted that work was underway to assess the recommendations which vary from being straightforward to complex.
- Mr. Des Rogers, President, Federal Government Dockyard Trades & Labour Council (West) (FGDTLC(W)), welcomed participants to the meeting, and thanked those attending both in-person and virtually.

### Item 2: Acceptance of Previous Minutes, Agenda & Previous Business

**Supporting Documents:** UMCC HR-Sub Record of Discussion – 6 June 2022

#### Summary:

- Mr. Rogers presented the previous meeting minutes, as well as present day agenda. There were no action items from the previous meeting, therefore no action item matrix was presented for approval.

- Ms. June Winger, President, Union for National Defence Employees (UNDE), requested to add Canadian Fallen Firefighters Federation (CFFF) as a topic to the end of the agenda which was adopted.

### Item 3: Arbour Report

**Supporting Documents:** IECR Recommendations Placemat (PDF)

**Action Item:** Issue Specific Meeting on the Arbour Report Recommendations with DGERIS

#### Summary:

- Brigadier General (BGen) Roger Scott, Director General External Review Implementation Secretariat (DGERIS), provided an overview of his organization which was stood up in November 2021. He noted that the organization supported the External Comprehensive Review Implementation Committee (ECRIC) which is chaired by the Vice Chief of the Defence Staff (VCDS) and the Judge Advocate General (JAG) with members including various military and civilian Level 1s who are involved in the decision making process to inform implementation.
- He continued to note the many reports his area was seeking to implement in a coherent way, notably the Deschamps Report, the Office of the Auditor General (OAG) Report, Status of Women Canada (NDDN) Parliamentary Committee Report, the Minister's Panel on Anti-Racism and Discrimination Report, the Justice Fish Report, and now the Arbour Report. He commented that while there has been broad agreement between stakeholders, there is also difference of opinion on how to approach implementation. He noted the difference between the prescriptive recommendations i.e. what the Department of National Defence (DND) should do to address an issue, and others that are less prescriptive i.e. DND should consider studying this issue to better understand it. In order to bring coherence to these recommendations, DGERIS works on behalf of ECRIC to ensure a departmental approach.
- Following receipt of the Arbour Report in May 2022, DGERIS efforts were redirected to assess in detail the recommendations, inclusive of the 17 recommendations accepted immediately by the Minister. He further confirmed that DGERIS had reviewed all 48 recommendations, having grouped them based on how they will be presented to the Office of the Minister of National Defence (MNDO) and MND. He highlighted that there are those that are straightforward for the Department to implement, and those that are more complex. Notwithstanding, BGen Scott highlighted even straightforward recommendations will require effort e.g. changing organizational names.
- He continued that he was limited in what he could update on with regards to implementation as they were still required to provide advice to MND and receive her guidance. He committed to providing further information, both internally and externally, once that had occurred and highlighted that DGERIS and ECRIC were committed to transparency.
- Ms. Winger, UNDE, commented that there was an expectation for a more technical briefing per the Deputy's commitment on 13 June 2022. She inquired whether BGen Scott had anticipated timelines for when a more fulsome briefing could take place. BGen Scott committed to providing an update as soon as the remaining advice regarding the recommendations were presented to the Minister.
- Ms. Jennifer Bordeleau, Director General Workplace Management (DGWM), further commented that it was important that bargaining agents who have input are able to provide

it with BGen Scott at the table, and that engagement on the Arbour Report was would be ongoing.

- Ms. Winger highlighted that it was her understanding that some of the recommendations were going to have an impact on Public Service Employees (PSEs) at National Defence. She inquired whether there was a plan for consultation, as well as when it would happen. BGen Scott confirmed that the role of ECRIC is to ensure that consultations with stakeholders were done. He noted that some of the recommendations are people focused, and could have an impact Defence Team-wide, however that the report namely was focussed to the Canadian Armed Forces (CAF).
- Ms. Desmartis, ADM(HR-Civ), contributed that since the Arbour Report was very CAF focussed, her organization had not been largely involved. She sustained however, that with any recommendation from the various reports that involve PSEs, they would engage with bargaining agents.
- Dr. Sylvain Leblanc, Canadian Military Colleges Faculty Association (CMCFA), noted that his members were incredibly concerned with the report, namely the implications of Recommendation 29. He highlighted that they understand what the recommendation says, that an examination and/or study should occur, but they want to know when they will be engaged since the recommendation is existentially threatening to CMCFA. He acknowledged the requirement to follow procedure, but maintained that there has been no engagement. BGen Scott commented that DGERIS were taking a careful approach as it relates to the language of the Arbour Report. Specifically with regards to Recommendation 28 & 29, he noted that it says to *consider* a study which gives the Department time to deliberately assess a significant change. He commented that this work, namely the review, would be undertaken by the Canadian Defence Academy (CDA) whereas DGERIS is responsible for overview and monitoring.
- Dr. Leblanc acknowledged BGen Scott's comments and further clarified that between informing employees of a fully realized plan and telling them nothing, there may be middle ground such as a commitment to consultation. BGen Scott re-confirmed that they were not able to commit to anything until such time as their advice to the Minister has been accepted.
- Mr. Milton Dyck, Public Service Alliance of Canada – Agricultural Component (PSAC – Agricultural Component), furthered Dr. Leblanc's comments regarding their members in teaching and education. He noted that proactive discussion and consultation on the report ahead of communications to their members is paramount. Mr. Dyck commented on the legend within the supporting documents and asked for clarification on what it meant. BGen Scott clarified that the legend was an internal tracking method to determine what stage each of the recommendations were at.
- Ms. Winger highlighted an article that was published by the Ottawa Citizen regarding the modernization of the CAF which she commented aligned with Recommendation 21. BGen Scott commented that there was work being done on modernizing the CAF prior to the receipt of the Arbour Report, namely through the CAF Reconstitution Directive.
- Ms. Desmartis further reminded the table that the directive was briefed at the NUMCC held on 13 June 2022. She commented that there was significant discussions on the language of the directive to ensure it clearly included consultation, and that she believed the directive would be promulgated in the following week.
- Ms. Winger posed how bargaining agents would be engaged on the way forward, considering that the CAF and the Arbour Report recognized similar issues with regards to redistributing tasks from the CAF to PSEs and contractors, as well as

considerations related to internally managing these resources or contracting out. Ms. Desmartis commented that these initiatives were in the early stages and presently focussed on the functionality of the military given low recruitment numbers, looking at what *could* be done by PSEs should that course of action be undertaken. She noted she remains conscious of the need for bargaining agents to be involved, and will ensure they are engaged when required. Ms.

Bordeleau committed to discussion with Ms. Winger following the official distribution of the directive.

- Ms. Desmartis acknowledged the concern at the table and noted that there was no implementation currently happening with the Arbour Report, but committed to proactive engagement and consultation.
- Mr. Leblanc noted that these initiatives generally moved quickly and encouraged proactive engagement with bargaining agents ahead of any publications.
- BGen Scott noted the frustrations with regards to how the media has interpreted the report, in that they have not necessarily interpreted the various recommendations properly e.g. the recommendations do not say that Royal Military Colleges (RMCs) should be closed, rather reviewed.
- Mr. Yves Fournier, Federal Government Dockyard Trades & Labour Council (East) (FGDTLC(E)), sought to clarify BGen Scott's comment related to recommendations that were already being implemented. He inquired whether this had to do with timing of the report. BGen Scott commented that the Department in some instances had already undertaken efforts to address issues, well ahead of the report's release. Notwithstanding, he noted that those recommendations were included in the report in order to further highlight the need for change and accentuate recommendations made in other reports such as Justice Fish Report.
- Ms. Desmartis committed to continue to ensure communication channels remained open and that an ad-hoc session could be scheduled to further discuss the report once more information was available.

#### Item 4: PSES Update

**Supporting Documents:** Update on the Evolution of PSES – PowerPoint

#### Summary:

- Ms. Desmartis, ADM(HR-Civ), began by highlighting that there would be changes to the way that the Public Service Employee Survey (PSES) would be administered, notably that it would be completely electronic. She reminded the table that we use PSES in order to facilitate 'pulse checks' on the organization.
- She welcomed Ms. Julie Charron, Assistant Deputy Minister (Review Services) (ADM(RS)) and Champion for PSES as well as Ms. Beth Champoux, Director General Human Resources Strategic Directions (DGHRSD), to provide an update.
- Ms. Charron, ADM(RS), began by highlighting the challenges that the pandemic had imposed on the last two surveys and action plans created by the Department to best address survey results. She continued that moving forward, employees would only be able to complete the survey by computer or by telephone. Ms. Charron noted that given this shift, support from bargaining agents would be essential in order to ensure that members who do not have ease of access continue to complete the survey, so that results are representative of the entire Defence Team.

- Ms. Champoux, DGHRSD, highlighted the new partnership between the Treasury Board Secretariat of Canada (TBS) and Statistics Canada (STATSCAN) whereby the biggest change will be accessible, drillable data which will support better illustrative documents such as dashboards and heat maps, with a more holistic view of trends across all Defence Team organizations. She continued that the survey would shift from an annual to bi-annual basis, and noted that TBS was seeking to do statistical sampling, discussion groups, and different engagement to validate survey results in the intervening year.
- Ms. Champoux highlighted key differences including the ability for the Department to purchase additional questions, however those additional questions are now integrated into the survey writ-large. She noted that TBS and STATSCAN began this process early in the year, engaging at the national union level as well as various other departments and agencies including DND in order to provide input into the questions. Ms. Champoux continued that there will be fewer questions as TBS and STATSCAN have aimed to reduce duplication, ensure accuracy of responses by utilizing scales and have included new questions around hybrid work and demographics.
- She noted that the Department uses these results inform corporate reporting and concurrently to TBS and STATSCAN, ADM(HR-Civ) are partnering with Chief Military Personnel (CMP) to ensure broad outreach to ensure we keep a pulse on what is happening within the Department. Ms. Champoux echoed Ms. Charron's comments on bargaining agent support in promulgating PSES out to their members as results will only be as strong as the number of employees who contribute to it. She continued that once the results have been released in June 2023, they would be brought forward at the next table.
- Ms. Winger, UNDE, asked to clarify how employees would be accessing the survey and if those employees would require Defence Wide Area Network (DWAN) access. Ms. Champoux clarified that employees would be accessing the survey digitally. She noted that the survey would be provided through a hyperlink, and for those employees who do not have access to a computer on a regular basis, a dial-in option would be available. Ms. Champoux noted that her understanding was that the Department would have enhanced capability for Defence 365.
- Ms. Winger echoed the importance and value of having representation on the survey. She noted though that it would be beneficial to address accessibility, as visibility amongst employees who only access their accounts intermittently will be low.
- Mr. Rogers, FGDTLC(W), furthered Ms. Winger's comments noting that operational groups do not necessarily have the time to perform this exercise, as desktops are shared and accessed intermittently throughout the day. He continued that bargaining agents continue to socialize the HR GO RH mobile application with their members, and asked whether the survey could be linked through the application. Ms. Champoux noted the recommendation and committed to returning to TBS to determine if that was a viable approach.
- Mr. Fournier, FGDTLC(E), commented that his members are frustrated with completing these types of surveys as they do not see feedback or action plans, and the statistics remain the same. Given this, they do not feel inclined to participate. Mr. Fournier continued to inquire if there are actually people looking at it, as there is a disparity on what themes are reported and what the results actually are.
- Ms. Charron confirmed that there are action plans and thanked Mr. Fournier for his comments as it provides insight into how communication can be enhanced, especially to employees in the regions.

- Ms. Winger commented that anonymity is crucial, and that employees are concerned that their managers and/or supervisors can view their responses which prevent them from completing the survey. She continued that while she has tried to alleviate these concerns, however there is not confidence in the process.

#### Item 5: Hybrid Workforce & Leave 699

**Supporting Documents:** Transition to Hybrid Work: DND Implementation (Public Service) – PowerPoint

#### Summary:

- Ms. Desmartis, ADM(HR-Civ), introduced Ms. Monica Kolstein, Director General Workforce Management (DGWD), to present an update on Hybrid Workforce & Leave 699.
- Ms. Kolstein, DGWD, began by referencing direction from TBS who noted that the Department should be trialing what hybrid could look like over the course of the summer. Resultantly in August 2022, the Initiating Directive on Hybrid Work was issued which is based on flexibility, understanding a one-size will not fit all, differing from other departments have gone more prescriptive with mandatory one or two day a week requirements for their employees. Ms. Kolstein offered that the Department gave discretion to managers based on their operational realities, understanding that 50 percent of DND's workforce was working onsite throughout the pandemic, with the remaining working remote. She noted that the aim of the exercise was focused on those employees who worked remotely to determine a balance in terms of assessing what types of work are most effectively done in-person, hybrid or remotely as well as how to measure that effectiveness.
- Ms. Kolstein also noted that many organizations are trialing Government of Canada workspaces, to bringing more mobility to hybrid work while also providing opportunities for employees to access worksites closer to home, and connect with colleagues from Other Government Departments (OGDs). She continued that work is ongoing to determine how to assess metrics such as productivity, however noted that outreach teams have been deployed out to various locations to get a pulse from employees as they are trialing i.e. advantages and disadvantages such as limitations with technology. She noted that this information is being fed to colleagues in Assistant Deputy Minister (Information Management) (ADM(IM)) and Assistant Deputy Minister (Infrastructure & Development) (ADM(IE)) to best inform the way forward as it relates to workspaces and accessibility.
- Ms. Kolstein continued to highlight TBS' recent guidance on types of hybrid models, so that departments have a mechanism to capture and report on what employees are actually doing. She noted that those models will feed into Flexible Work Arrangements (FWA) which will be captured in Human Resources Management System (HRMS) and will provide better demographics.
- Ms. Champoux, DGHRS, commented that the approach is to determine the best fit and an equitable methodology to people management.
- Mr. Fournier, FGDTLC(E), inquired whether there was fear of losing talent to this directive given flexibilities offered by OGDs. Ms. Kolstein confirmed that there was a multi-layered concern both internally and externally, especially since OGDs have gone against TBS guidance for departments to have various offerings, and have committed to complete remote work. She commented that DND is attempting to curb this by remaining flexible, although operational realities do not always support this approach. She noted that there are just as many employees leaving the Department for OGDs with more flexible approaches to hybrid work, as there are employees wanting to join the Department for its flexible approaches.

- Ms. Beck, DMA, added that this is one of the reasons to aim for consistency of approach across government. She clarified that this did not mean treating all employees the same way, but rather a discussion around similar jobs having a similar approach. It is not so much a fear that employees are leaving for the same job somewhere else, rather leaving to do a different job which may allow a different set of circumstances to enable completely remote or in-person work.
- Mr. Dany Richard, Association of Canadian Financial Officers (ACFO), commented that telework is one of the most important offerings his members would like to have access to. He commented that the inconsistencies from the Employer and amongst departments is widespread, which is different than the direction offered by the Office of the Chief Human Resource Officer (OCHRO) in March 2020 who were very clear on remote work. In delegating this discretion to departments, there are immense inconsistencies and ACFO are moving to rank departments based off their hybrid work policies. Mr. Richard asked that policies be clear on what determines remote, hybrid and onsite work. Ms. Kolstein commented on the tools developed for managers to determine what types of work are best done onsite, hybrid or remote through criteria as well as a decision-making matrix.
- Mr. Milton Dyck, PSAC (Agricultural Component), commented that telework is also important to his members who have been asked to return to the office who have been working from home for the past two years, whose whole job can clearly be done remotely. He noted that while collaboration is important, requesting one or two employees to report to work a day as a requirement is not collaborative.
- Mr. Richard continued that there is a difference between having a rationale behind requesting employees to return to the office such as for equipment issues or team retreats, rather than a check in the box.
- Ms. Winger, UNDE, commented that it was important for employees to have autonomy over how they manage their work, recognizing that management do have the right to manage. She noted that employees who are afforded transparency on management decisions, and who can have visibility on the equitable consideration of the decision without negative consequence would likely impact respect for their work, for their employer as well as how much they feel valued.
- Ms. Bordeleau, DGWM, commented on the decision-making matrix noting that it would be an essential tool for employees to review in order to determine if management have taken an equitable approach to their arrangement.
- Ms. Winger, UNDE, referenced the EG Development Program where employees complete work that is higher than their substantive classification, whereby when they reach particular benchmarks, are reviewed and either re-classified or provided a work plan on how to improve to be re-classified at a later date. If employees do not agree with this decision, employees have recourse whereby they are peer-reviewed. Ms. Winger noted that it would be beneficial to have this type of arrangement implemented when assessing FWAs for employees. Ms. Kolstein committed to looking at the program and determining whether it could be applied.
- Mr. Fournier, FGDTLC(E), inquired about Other Leave With Pay (699) and whether there is a significant difference in the use of 699 when comparing employees working onsite and working remotely. Ms. Bordeleau commented that there were significant flexibilities around the use of 699 in the early days of the pandemic, however under OCHRO guidance, employees who are sick and whose nature of work does not permit them to report to the workplace are to take sick leave. She commented that the bottom line is that the Department will remain as flexible as possible, and encouraged managers to consult with their Labour Relations Advisors to determine best approaches.

**Supporting Documents:** N/A**Summary:**

- Ms. Bordeleau, DGWM, invited Mr. Paul Jones, UNDE, to provide an update on the Heyder-Beattie Class Action.
- Mr. Jones began by commenting on bringing closure to many claimants of the class action, and wanted to provide a financial update on the progress of claims. Currently, approximately 19K claims have been received with approximately 10K claims being completely processed and paid out. He noted that payments were only expected to begin getting paid out in 2023, but with pressures from various stakeholders payments began in July 2022. Mr. Jones noted that to date the total estimated value of the settlement will be approximately \$785M.

**Item 7: HR Connect****Supporting Documents:** HR Connect RH – A Key Service Delivery Channel for DND – PowerPoint**Summary:**

- Mr. Rogers, FGDTLC(E), invited Ms. Julie Albert, Director, Human Resources Connect (DHRC) to provide an update on HR Connect.
- Ms. Williams, DGHRO, quickly provided an overview of the efforts to expand HR Connect since 2018. She commented it was the primary service delivery channel throughout the pandemic for employees and managers to source information, questions, or appointments with client services such as compensation. She noted the intent of the update was to provide a reset on what HR Connect is, and where her organization is going with it.
- Ms. Albert, DHRC, commented that HR Connect was a key platform for employees and managers to access information on any HR discipline. She noted that it was important for members to know what HR Connect can currently do, as well as what it will be able to do in future, in order for them to best socialize the platform with their employees. She highlighted that it was a client contact centre, accessible to employees and managers by way of a toll-free phone number or through the DWAN through a service request form. She continued that agents are available to answer questions on various HR disciplines, such as compensation and staffing.
- Ms. Albert noted that in the last year, efforts have been undertaken to enhance the services that HR Connect can perform in order to provide the Defence Team a better experience, and access to even more information. She highlighted that in the last year alone, HR Connect has seen an increase of 40% in telephone and online interactions, representing approximately 10K inquiries. She further noted that employees use HR Connect as much if not more than managers, and employees who are on various types of leave are able to call an agent directly for support on a wide array of issues, most importantly compensation.
- Ms. Albert noted that Centres of Expertise (COEs) provide content for Frequently Asked Questions (FAQs) in order for agents to have relevant and correct information on hand, however also noted that agents will defer more complex questions to COEs.
- Moving forward, Ms. Albert noted that the intent is to simplify, increase and enhance access to employees and managers in order to facilitate a seamless experience when seeking anything HR related.

- Mr. Leblanc, CMCFA, commented that his members appreciated the accessibility of HR Connect. Mr. Rogers included that the success of HR Connect is illustrated by the 40% uptick. He further echoed Mr. Leblanc's comments that his members were appreciative of the ability to connect with an agent directly to address their concerns.
- Mr. Jones, UNDE, inquired whether if there was data discerning how many of the 10K calls were compensation related. He further echoed Mr. Leblanc's and Mr. Rogers' comments that his members received exemplary service from HR Connect. Ms. Albert confirmed that 75-80% of the calls are compensation related.
- Ms. Williams commented that during the pandemic the percentage of compensation-related calls were higher, but HR Connect services were also not well known. She continued that since its services have been expanded, and as agents become better cross-trained in other services within the HR spectrum, the percentage of space that compensation occupies will decrease.
- Mr. Charles Beraud, Acting Director General Civilian Compensation Benefits (A/DGCCB), commented that even though compensation takes on the bulk of the calls from HR Connect, often it is not related to actual pay issues rather employees or managers seeking advice.

#### **Item 8: Canadian Fallen Firefighters Federation (CFFF) (Adopted)**

**Supporting Documents:** No supporting documents

**Action Item:** Issue Specific Discussion with UNDE, DGWM & DTHM

##### **Summary:**

- Ms. Winger, UNDE, raised an issue related to firefighters who have died in the line of duty, or due to an injury sustained on duty, and having their name affixed to the National Firefighter Memorial in Ottawa.
- She highlighted that there was no process within the workplace to ensure names are submitted and added to the memorial, and that it is incumbent on the respective fire halls to facilitate this on a volunteer basis.
- Ms. Winger also highlighted barriers for families to access national emergency services grants, as well as issues related to leave for firefighters to attend bereavement ceremonies of colleagues.
- She requested that DND assign an internal program to provision support to families in order to access grants and submitting requests to have names added to the memorial wall, as well as aligning the protocol which allows firefighters to take leave to attend bereavement ceremonies.
- Ms. Bordeleau, DGWM, suggested tabling the issue to the next Firefighter (FR) Situation Table which is currently placeheld for 30 November 2022. She further committed to review if this is a service offering that the Office of Disability Management (ODM) can undertake. Mr. Beraud, A/DGCCB, committed to determining if support from his team could also be provided.

#### **Item 9: Round Table**

**Supporting Documents:** No supporting documents

**Action Items:** Issue Specific Discussion with UNDE and DGWM re. Speiser v. Attorney General of Canada et al., Issue Specific Meeting with CMCFA, Chief Professional Conduct Culture (CPCC) and ADM(HR-Civ) on Inclusive Behaviors

##### **Summary:**

- Mr. Fournier, FGDDTLC(E), inquired with Ms. Williams, DGHRO, whether in a duty to accommodate for a medical reason situation, whereby the accommodation results in a demotion or promotion, if the appointments would have the same staffing process. Ms. Williams commented that the staffing process in this instance would be the same regardless of a demotion or promotional appointment. She committed to connecting under separate correspondence to further discuss the specific issue.
- Mr. Fournier continued to highlight an issue with his members receiving their Compensatory Time Off (CTO) over the summer. He believed that there were significant delays due to an increase in transactions, noting that for a young workforce with minimal annual leave, overtime and CTO was a perk. He highlighted that in seeking resolutions with local managers, it appears that it would be too challenging to maintain a manual system until the requests are inputted into Oracle. He inquired whether there was a better method to approve these transactions to mitigate delays. Mr. Beraud, A/DGCCB, noted a process in place in order to draw attention to those CTO Pay Action Request (PAR) or bulk PARs as they are not identifiable in the system. He noted that compensation are crosswalking those requests received, with whether an associated email has been sent from management to compensation so that they can be prioritized. Once this crosswalk has occurred, compensation will make sure that any managers who have submitted a PAR without going through that process are being reengaged to ensure understanding and mitigate delays. Mr. Beraud commented that the standard is that employees get paid within 30 days of the month that the request is submitted i.e. if submitted in May, payment would be received in June. Ms. Bordeleau committed to having Labour Relations support this effort in communicating the process to managers.
- Dr. Leblanc, CMCFA, highlighted an issue with staffing processes whereby when a new professor is hired who has a non-Canadian doctorate, they are being asked to re-validate their credentials by the hiring committee made up of peers. He noted that it is concerning that organizations who are enabled with this validation ability are universities, which is exactly what CMCFA is. He noted that local management agreed that this was an issue, and that he was well engaged with Ms. Williams, DGHRO, on a way forward.
- Ms. Winger, UNDE, began by highlighted the failure at the collective bargaining table to reach an agreement. She noted that bargaining has proceeded to the Public Interest Commission (PIC) and as a result strike preparations were beginning. Ms. Winger highlighted the joint training that Ms. Bordeleau, DGWM, was working with Mr. Jones, UNDE, to facilitate in order to mitigate the unknowns that come with strikes. She continued to thank compensation for their support to firefighters at a recent steering committee, as well as Mr. Jones for his work on the Heyder-Beattie Class Action.
- Ms. Winger continued to reference class action lawsuit concerning employees, CAF members and their families who resided at CFB Valcartier from 1995 to 2006 who unknowingly drank contaminated water. She noted that the lawsuit did not compel DND to reach out to complainants similar to the Heyder-Beattie Class Action. Ms. Bordeleau, DGWM, committed to discussing the matter further with Ms. Winger.
- Mr. Jones, UNDE, flagged an action item from the Record of Discussion from 6 June 2022 whereby an issue specific meeting regarding Inclusive Behaviors between CMCFA, Chief Professional Conduct Culture (CPCC) and ADM(HR-Civ) was supposed to occur. Dr. Leblanc noted that this had not occurred, but that even with Dr. Helen Luu's sabbatical, she would set aside time to discuss the topic. Ms. Bordeleau committed to scheduling a meeting pending availabilities.

#### **Item 10: Closing Remarks**

**Supporting Documents:** No supporting documents

**Summary:**

- Mr. Rogers also thanked members for their discussions and contributions to the meeting both virtually and in-person.
- Ms. Bordeleau on behalf of Ms. Desmartis thanked members for their frank and open discussions.

**Record of Discussion Approved By / Compte rendu des discussions approuvé par:**

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Isabelle Desmartis  
ADM(HR-Civ) / SMA(RH-Civ)  
Co-Chair / Coprésidente

*Des Rogers*

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Des Rogers  
FGDTLC(W) / ACECMGF(O)  
Co-Chair / Coprésident