

RECORD OF DECISION
Union Management Consultation Committee – Human Resources Sub-Committee
7 March 2022, 1300hrs to 1600hrs
MS Teams

Agenda			
Item	Subject	OPI	
1.	Opening Remarks	Co-Chairs	
2.	Acceptance of Previous Minutes, Agenda & Previous Business	Co-Chairs	
3.	Mental Health	ADM(HR-Civ)/DGWM	
4.	Classification Update	ADM(HR-Civ)/DGHRO	
5.	Compensation Update	ADM(HR-Civ)/ DGCCB	
6.	Transitioning to Hybrid Teams	ADM(HR-Civ) /DGWD/DGDMO	
7.	Staffing Update	ADM(HR-Civ)/ DGHRO	
8.	Round Table	All	
9.	Closing Remarks	Co-Chairs	

Membership			
Co-Chairs		Replacement	Observer
ADM(HR-Civ)		Isabelle Desmartis	
FGDTLC(W)		Des Rogers	Kevin Walsh
Members			
DGWM		Jennifer Bordeleau	
DGHRS		Beth Champoux	
DGWD		Monica Kolstein	
DGHRO		Barbara Williams	
DGCCB		Joanne Lalonde	
UNDE		Paul Jones	
FGDTLC(E)		Yves Fournier	Freddie Hutchison
PSAC Agricultural Component		Audrey St-Germain	
CMCFA		Helen Luu	
CMSG		Bernard Talbot	
FGDCA		Wanda Boudreau	
PIPSC		Tom Zaharopoulos	Peter Jozsa
ACFO		Dany Richard	Stephanie Rochon
IBEW		Paul Cameron	
Regrets			
CAPE		Julie Jobin	
Presenters/Observers			
DGWM, DTHM		Francois Bariteau	
DGWM, DLRO		Kelly Walsh	
DGHRO, DCCO		Elena Power	
DGHRO, A/DSPP		Marina Watson	
DGHRO, DNSO		Julie Richer Gobuyan	
DGCCB, DCBDI		Otilia Spiller	
ADMO		Nathaniel Cousins	
Resources			

DGWM
DGWM
DGWM

Aleesha Wallace
Amanda Power
Colleen Gibson

Record of Decision

Item 1: Opening Remarks

Summary:

- Ms. Isabelle Desmartis, Assistant Deputy Minister (Human Resources – Civilian) (ADM(HR-Civ)) welcomed participants to the meeting.
- Ms. Desmartis introduced Ms. Beth Champoux, the new ADM(HR-Civ) Chief of Staff (COS) and Director General Human Resources Strategic Directions (DGHRSD) and Ms. Kelly Walsh, Director Labour Relations Operations (DLRO).
- Mr. Des Rogers, Federal Government Dockyard Trade and Labour Council (West) (FGDTLC (W)) thanked everyone for attending today's meeting. Mr. Rogers introduced Mr. Paul Jones Executive Vice President (EVP) of the Union of National Defence Employees (UNDE).

Item 2: Acceptance of Agenda and Previous Minutes

Supporting Documents: UMCC HR-Sub 29 November 2022 Record of Decision, UMCC HR-Sub 7 March 2022 Agenda, UMCC HR-Sub Action Item Matrix.

Summary:

- The co-chairs presented the previous meeting minutes, present day agenda, and the action item matrix for approval.

Item 3: Mental Health Update

Supporting Documents: No supporting documents

- Ms. Wanda Boudreau, Federal Government Dockyard Chargehands Association (FGDCA) reported that on 26 January 2022, as part of Bell Let's Talk Day, the Defence Team hosted an online panel discussion of senior Defence Team leaders. The discussion was broadcast on Defence O365 and was viewed 4,784 times. A variety of communications products were also released in support of the event.
- Ms. Boudreau stated that 2 to 8 May 2022 is the Canadian Mental Health Association's Mental Health Week. This year's theme is: *The Importance of Empathy*. Planning is currently underway to support the event.
- Mr. Francois Bariteau, Director Total Health Management (DTHM) announced that the Defence Team Total Health & Wellness Strategy was recently released. He explained that the strategy takes a Defence Team approach to health and wellness. As part of the strategy, Director General Military Personnel Research & Analysis (DGMPRA) will be conducting a Defence Team survey to assess wellness, organizational culture and similar factors. The survey is a core feature of the Total Health & Wellness Strategy and will be conducted every three years. Participants will be selected at random with the first survey being conducted between April and June of this year.
- The Employee Assistance Program (EAP) team is seeking to establish a small intervention cell of social workers to assist employees facing personal crises. This skilled, highly flexible cell will allow timelier support in critical and traumatic situations, and consistently and sensitively accompany managers and their teams faced with workplace well-being challenges. The provision of in-house services, at no cost to clients, will alleviate budgetary pressures which can act as barriers to mental health services.

- Work is also ongoing with Assistant Deputy Minister (Materiel) (ADM(Mat)) to develop a contracting request for EAP services as the department is moving away from Health Canada (HC). Contracting is expected to be completed this summer.
- The team has launched a new SharePoint site with content and resources related to burnout, stress management, work/life balance, job aids on the 13 psychosocial factors in the workplace, and other related topics. Committee members are encouraged to visit the site.
- Between 5 and 6 April 2022, the EAP team will host a Burnout Webinar featuring guest speaker Mr. Pierre Durand, Professor and Researcher at the School of Industrial Relations and Co-Director of the Observatory on Mental Health and Work at the University of Montreal.

Discussion:

- Mr. Rogers noted that the panel discussion for Bell Let's Talk Day would have more participants if it were available on a more accessible platform. This type of event does not need to be behind the firewall. Perhaps in future the department could consider using something like Facebook.

Item 4: Classification Update

Supporting Documents: Classification Update (PowerPoint)

Summary:

- Ms. Barbara Williams, Director General Human Resources Operations (DGHRO) provided an update on recent classification activities.
- Ms. Williams stated that the Computer Services (CS) to Information Technology (IT) conversion went very well and has been completed. The focus for the coming months will be Standardized Job Description (SJD) mapping in advance of other conversion activities. The Program and Administrative Services (PA) mapping continues, although there are signs the Treasury Board Secretariat of Canada (TBS) may push the October 2022 conversion timeline back.
- Classification grievances remain low. There are currently 29 grievances at this time. A tiger team has also been established to co-advance labour relations job content grievances.

Discussion:

- Mr. Paul Jones, Union of National Defence Employees (UNDE) inquired about the value of continued mapping of PA positions if conversion is delayed.
- Ms. Williams stated that when conversion happens, having standardized jobs where possible would make the conversion smoother.
- Mr. Jones noted that in terms of job content grievances, often managers seem ill equipped to sit down with employees, and agree on what the duties of the job include. He is aware of a case that has lasted for years.
- Mr. Tom Zaharopoulos, Professional Institute of the Public Service of Canada (PIPSC) added that he had similar cases.
- Ms. Elena Power, Director Civilian Classification and Organization (DCCO) invited Mr. Jones, Mr. Zaharopoulos and any other Bargaining Agents to contact her to discuss particular cases off line.

Item 5: Compensation Update

Supporting Documents: DND Compensation Update (PowerPoint)

Summary:

- Ms. Joanne Lalonde, Director General Civilian Compensation and Benefits (DGCCB) provided an update on recent compensation activity.
- Ms. Lalonde reported a 9% decrease in compensation backlog, and a 9% reduction in Section 34 transactions since 1 April 2021.
- Currently within DND, HR transaction timeliness is at 73%. The Government of Canada target is 80%, and the DND target is 90%. Actings (47%) and acting extensions (32%) continue to be a challenge across government. An intergovernmental working group is examining actings and acting extensions with recommendations expected soon.
- In terms of support to employees, 4,228 employee consultations with DND Compensation specialists have been completed between 1 April and 1 February 2022.
- The Firefighters (FR) and Heating, Power and Stationary Plant Operations (HP) transaction backlog has been eliminated.
- Work to support employees facing life events such as retirement, maternity leave, Leave without Pay (LWOP) continues.
- CS/IT conversion was completed with no pay issues.
- Effective April 2022, the Treasury Board Secretariat (TBS) will introduce a process to gradually reduce excess vacation and compensatory leave that public servants may have accumulated since 2016.
- ADM(HR-Civ) has provided communications over the past few months reminding employees to use vacation leave in the year it is earned and not carry over more than the amount allowed according to their respective collective agreement. Communications with employees and managers will continue throughout the process.
- The number of employees with leave in excess of allowable carryover is lower than anticipated with approximately 4,600 DND employees affected.
- A dedicated team of compensation advisors handled departures and LWOP resulting from the implementation of the vaccination policy. This team will now shift to supporting employees returning from leave.

Discussion:

- Mr. Jones inquired how employees are able to contact the compensation advisors for a consultation. Ms. Lalonde explained that HR Connect is the portal employees and managers use to contact compensation.
- Ms. Lalonde added that employees and managers are able to access HR Connect RH [online](#) or by calling the toll-free number **1-833-747-6363**. It's available Monday to Friday from 0800 to 1600 EST. Online requests will be answered within 48 hours and can be sent at any time of the day through the DWAN. Mr. Jones inquired whether or not the department has data on cases that identify the year the employee's pay issue arose. Some UNDE members are seeing increased interest in cases from 2016.
- Mr. Jones inquired if leave awarded as through Collective Agreements such as Phoenix damages would be subject to cash out. Ms. Jennifer Bordeleau, Director General Workforce Management (DGWM) clarified that there is a difference between "earned" leave and "awarded" leave. Damages were awarded related to Phoenix, and are therefore not subject to cash out.
- Ms. Lalonde reported that the data on individual cases does include the year the case originated. The current interest in overpayments from 2016 relates to legal time limitations to resolve cases. If there are cases that are causing hardship for employees, please contact the compensation team. There are some flexibilities available.

- Mr. Rogers thanked Ms. Lalonde and her team for their efforts. He suggested that a cheat sheet for managers might be helpful for them to know how they can assist employees. Ms. Lalonde agreed that more communication and marketing to managers is appropriate.

Item 6: Transitioning to Hybrid Teams

Supporting Documents: Transitioning to a Hybrid Workforce to Support Full Business Resumption (PowerPoint)

Summary:

- Ms. Monica Kolstein, Director General, Workforce Development (DGWD) provided a briefing on the future workforce post-pandemic.
- An L1 task force with representatives from Assistant Deputy Minister (Public Affairs) (ADM(PA)), Assistant Deputy Minister (Infrastructure & Environment) (ADM(IE)), Assistant Deputy Minister (Information Management) (ADM(IM)), the Vice Chief of the Defence Staff (VCDS), as well as ADM(HR-Civ) has been established to support the use of hybrid work post-pandemic. The taskforce is developing criteria that will support managers in making decisions about remote and hybrid work. The task force is also looking into establishing a dispute resolution process to enable employees and managers to resolve disagreements.
- Ms. Desmartis noted that this work was initiated under the previous Deputy Minister (DM) and has not yet been briefed to the new DM, Mr. Bill Matthews and Associate DM, Ms. Stefanie Beck. This meeting is a good opportunity to receive Bargaining Agent feedback prior to taking the matter to the new senior leadership.

Discussion:

- Mr. Zaharopoulos commented that some IT professionals have stated they would search for work with other departments offering remote and hybrid work if it is not offered by DND. He further stated that some bases are telling staff that they expect 100% of staff to return to work, with few signs of flexibility. Ms. Desmartis acknowledged that this is a concern, and that she would share this feedback with her colleagues.
- Mr. Jones noted that there appears to be a lot of personal bias around the subject of remote and hybrid work. Additionally, he asked if the Integrated Conflict and Complaint Management (ICCM) organization had been considered as a possible dispute resolution mechanism as they are very busy and may not have the capacity.
- Ms. Kolstein confirmed that from the beginning communications have emphasized that the decisions around remote and hybrid work are not about personal preferences. In terms of the ICCM, preliminary discussions have taken place, but noting the preferred dispute resolution process has not been identified.
- Ms. Stephanie Rochon, Association of Canadian Financial Officers (ACFO) noted that her membership feels that the pressure to return to the workplace appears to be primarily coming from Canadian Armed Forces (CAF) management. She further stated that it would be helpful to remind managers that working from home is the preferred option unless working in the office is required.
- Ms. Desmartis commented that during the pandemic working from home was the preferred option however, moving forward post-pandemic, the preference may change and management will need to be flexible and think about recruitment, retention, as well as operational requirements.
- Mr. Zaharopoulos noted that it would be ideal if management had a return to work plan in place for employees returning to the office.

Item 7: Staffing Update

Supporting Documents: Staffing and Appointments at Department of National Defence (DND) (PowerPoint)

Summary:

- At the 29 November UMCC HR Sub Committee meeting, Ms. Williams provided an overview of staffing activity in DND with an emphasis on non-advertised staffing.
- Today's briefing focussed on the staffing program more generally including the basic principles of staffing, the shift toward non-advertised staffing across the Public Service following the introduction of a New Direction in Staffing, the elements of the selection process, recourse, and monitoring of the staffing system.

Discussion:

- Mr. Dany Richard, ACFO recognized that the increase in non-advertised staffing is a Government of Canada trend and that there is nothing inherently wrong with non-advertised appointments. However, ACFO members see non-advertised promotions as unfair when there was no opportunity provided to compete for these positions. He further stated that the Public Service Commission (PSC) would say it is a legitimate appointment as the employee meets the merit criteria. There needs to be more transparency in non-advertised appointments because in addition to employees feeling non-advertised appointments are unfair, there is also the risk that management use them to avoid the delays related to the time to complete long advertised processes. Using operational requirements and organizational needs as a rationale might just be covering bad planning.
- Ms. Desmartis commented that talent management is another important consideration. Performance appraisals and talent management are connected to non-advertised staffing.
- Ms. Williams acknowledged that the Bargaining Agents have concerns with non-advertised staffing. Bargaining Agents are encouraged to reach out when hot spots are identified. Staffing advisors work with managers to encourage communication and transparency.
- Mr. Yves Fournier, Federal Government Dockyard Trades and Labour Council (East) (FGDTLC(E)) noted that most of the complaints he hears related to non-advertised staffing are due to promotions. He added that, in the past, hiring boards would include union representatives. This is something that supports transparency.
- Mr. Rogers agreed that unions used to be involved in hiring apprentices in the past. In the trades, staffing needs to be able to respond immediately to the needs of the Royal Canadian Navy (RCN). The biggest staffing challenge he sees relates to security clearances, particularly secret clearances which are required for work on Navy ships. Trades people will not wait months for security clearances, they find other work. He inquired if there was a way to prescreen individuals for security and have pools available before staffing occurs.
- Ms. Williams suggested that a casual pool of candidates with security screening completed could be established. Mr. Rogers felt that a casual pool would be insufficient for the needs of the RCN. Ms. Williams noted that anything more would probably not be supported by Director General Defence Security (DGDS).
- Ms. Williams agreed that the time to staff a position is impacted by security. Her team is working to tackle barriers to timely staffing including security. DND is one of the fastest departments in terms of advertised staffing at 7 months, but this is still too long. She

agreed to pass on the idea of including union representative on assessment boards to her team.

- Mr. Jones inquired about the availability of data breaking down non-advertised activity. Ms. Williams confirmed that detailed information is available. She offered to send Mr. Jones the deck shared with the Committee at the November 2021 meeting.
- Mr. Zaharopoulos remarked that the biggest issue with non-advertised staffing for his members has to do with talent management. He further stated that better talent management is required in order for employees to understand and accept non-advertised promotions.
- Mr. Jones noted that efforts to address culture at National Defence will take a long time and great effort. He expressed concern that hiring former senior military managers into Public Service positions may be reinforcing the old culture and attitudes.
- Ms. Helen Luu, Canadian Military Colleges Faculty Association (CMCFA) commented on the notion of linking the selection process with cultural change. Diverse representation such as including union representatives at the selection table, could help prevent the toxic culture we are working to address departmentally and within the University Teacher (UT) group as well.
- Ms. Desmartis summarized the discussion:
 - HR-Civ can facilitate communication and transparency in staffing decisions;
 - Managers need training with talent management;
 - Security clearances will be explored at a future meeting; and,
 - Supporting inclusive behaviours and culture change in selection and assessment boards.

Item 8: Roundtable

Supporting Documents: No supporting documents

Discussion:

- Mr. Fournier noted that the National Joint Council will be holding its June 2022 meeting in Ottawa in person, and if DND plans to hold an in-person UMCC meeting at the same time, advance notice of the event would be appreciated to permit travel planning.

Item 9: Closing Remarks

Summary:

- Ms. Desmartis thanked everyone for an excellent meeting. She appreciates the input and engagement.
- Mr. Rogers agreed and added that these quarterly meetings provide helpful, useful information and discussion.

Record of Decision Approved By / Compte rendu des décisions approuvé par:

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

Des Rogers
FGDTLC(W) / ACECMGF(O)
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