

Human Resources Union-Management Consultation Committee (HRUMCC)
RECORD OF DISCUSSIONS AND DECISIONS

Date:	November 7, 2018	Location:	David MacDonald Boardroom, Management Centre, Level 1, Portage IV
Chair:	Crystal Warner	Time:	10:00 a.m. to 12:30 p.m.
Secretariat: Union-Management Consultation Committee (UMCC) Secretariat			
ESDC Participants		Union Participants	
<p>Gail Johnson, Assistant Deputy Minister, Human Resources Services Branch</p> <p>Catherine Adam, Senior Assistant Deputy Minister, Strategic and Service Policy Branch</p> <p>Denis Skinner for Peter Littlefield, Chief information officer, Innovation, Information and Technology Branch</p> <p>Claire Caloren, Assistant Deputy Minister, Quebec Region</p> <p>Benson Gorber for Mark Perlman, Chief Financial Officer, Chief Financial Officer Branch</p> <p>Evelyne Power, Executive Director, Citizen Services Branch</p> <p>Danièle Besner, Director General, Workplace Management Directorate, Human Resources Services Branch</p> <p>Gaveen Cadotte, Director General, Workforce Management Directorate, Human Resources Services Branch</p> <p>Marie-Flore Baptiste, Director General, Strategic Directions, and management Services Human Resources Services Branch</p> <p>Guy Cyr, Director, Labour Relations, Human Resources Services Branch</p>		<p>Crystal Warner, National Executive Vice-President, Canada Employment and Immigration Union, Public Service Alliance of Canada</p> <p>Eddy Bourque, National President, Canada Employment and Immigration Union, Public Service Alliance of Canada</p> <p>Sebastian Rodrigues, National Vice-President Human Rights, Canada Employment and Immigration Union - Public Service Alliance of Canada</p> <p>Luc Pomerleau, National Resources Officer, Canada Employment and Immigration Union, Public Service Alliance of Canada</p> <p>Jim McDonald, Labour Relations Officer, Union of National Employees - Public Service Alliance of Canada</p> <p>Rose Touhey, Assistant Regional Vice President, Outside Canada, Union of National Employees - Public Service Alliance of Canada</p> <p>Linda Koo, Labour Relations Officer, Union of National Employees, Public Service Alliance of Canada</p> <p>Stan Buday, President, National Consultation Team for ESDC, Professional Institute of the Public Service of Canada</p> <p>Nicolas Brunette-D'Souza, Labour Relations Advisor, Association of Canadian Financial Officers</p> <p>Neil Burrton, President, Local 514, Canadian Association of Professional Employees</p> <p>Hayley Millington, National Equity Representative for Women, Union of National Employees, Public Service Alliance of Canada</p> <p>Lynda McLellan, National Vice-President For Women, Canada Employment and Immigration Union, Public Service Alliance of Canada</p>	

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	<p>Jacques Perrin, National Vice-President, National Capital Region, Canada Employment and Immigration Union, Public Service Alliance of Canada</p> <p>Adele McLean, Vice-President, National Consultation Team for ESDC, Professional Institute of the Public Service of Canada</p>
UMCC Secretariat	Guests
<p>Kathleen Tremblay, Manager, Labour Relations, Human Resources Services Branch</p> <p>José Vasquez, Senior Advisor, National Union-Management Consultation Committees Secretariat, Human Resources Services Branch</p>	<p>Jennifer Hamilton, Executive Director, Compensation Directorate, Human Resources Services Branch</p> <p>Todd Burke, Director, Corporate Workforce Strategies, Workforce Management Directorate, Human Resources Services Branch</p> <p>Susan Ingram, Executive director, Change Management Leadership and Organizational Readiness, Transformation and Integrated Service Management Branch</p> <p>Russell Egan, Director General, Integrated Service Management, Transformation and Integrated Service Management Branch</p> <p>Mélanie Charbonneau, Senior learning advisor, Corporate Workforce Strategies, Workforce Management Directorate, Human Resources Services Branch</p> <p>Véronique Tremblay, Acting Director, Harassment Centre of Expertise, Workplace Management Directorate, Human Resources Services Branch</p> <p>Brigitte Desormeaux, Manager, Policy and Programs, Workforce Management Directorate, Human Resources Services Branch</p> <p>Kathia Ouellette Ferguson, Director, Special Project, Integrated Service Management, Transformation and Integrated Service Management Branch</p>
Agenda Item	Discussion and Action Items
1.1 Opening remarks	<p>Discussion</p> <p>Crystal Warner welcomed members and invited participants to express themselves in the official language of their choice as simultaneous interpretation was available. Gail Johnson looked forward to fruitful discussions towards the advancement of several items.</p>

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	<p>Actions None.</p>
<p>1.2 Approval of July 18, 2018 meeting minutes</p>	<p>Discussion The Record of Discussions and Decisions from the July 18, 2018 meeting was approved as submitted.</p> <p>Actions None.</p>
<p>1.3 Status of Outstanding Action Items from July 18, 2018 Meeting</p>	<p>Discussion Crystal Warner reported that seven of the eight action items that were identified at the July 18, 2018 meeting are resolved. Talks are underway to determine the best approach for discussing the last item 'Essential Service Agreements'.</p> <p>Actions None.</p>
<p>2.1 Update on the Diversity and Employment Equity Action Plan</p>	<p>Discussion Brigitte Desormeaux and Todd Burke gave an update on the Diversity and Equity Action Plan and a summary of representation statistics in the department from an Employment Equity (EE) perspective as of July 1, 2018.</p> <p>Ms. Desormeaux highlighted the launch of the Departmental Network of Visible Minority Employees, planned for November 15, 2018. Sebastian Rodrigues suggested using the term "racially visible" to define visible minorities. According to Mr. Rodrigues, such a change will allow for equal representation among the various visible minority groups. He was supported in this by Rose Touhey who mentioned that UNE also uses that terminology. Todd Burke mentioned that this term is legislated but will review and respond to all by email.</p> <p>Further to the self-identification campaign to raise employees' awareness on the importance of completing the self-identification form, recent statistics show that a higher number of people have availed themselves of that tool. Gaveen Cadotte mentioned that they are discussing with the Access to Information and Privacy group how to use the data obtained from self-identification taking into account the strict protocols in place. This information will be shared when ready.</p> <p>Todd Burke informed the committee that the Department is recruiting Aboriginal persons above the rate of their workforce availability. The key gap is found at the EX group and level and can be addressed in the future with the use of such recruitment</p>

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	<p>methods as non-imperative staffing. Gail Johnson mentioned that the new Deputy Minister is on board and she will ensure there is an action plan by end of fiscal year.</p> <p>Brigitte Desormeaux mentioned that based on the data available, 60% of ESDC employees with a disability will be eligible to retire in the next five years making it the highest retirement eligibility rate in the department. ESDC continues to promote the hiring of persons with disabilities in partnership with Live-Work-Play.</p> <p>As part of next steps for this fiscal year, Brigitte Desormeaux stated that they are working with the transgender group to develop tools to better support them in the workplace. ESDC is also developing an Internal Communications Plan for Diversity and Inclusion for 2018-2019 as well as a website to support transgender employees and their managers.</p> <p>In response to Sebastian Rodrigues' questions on how the Department is positioning itself to address the NU group gaps for visible minorities; Todd Burke responded that a meeting with colleagues in HR Resourcing will take place in November to look at workforce availability. Results of this initiative will be shared by email.</p> <p>Adele McLean enquired whether management was ensuring that accommodation requirements were being met expeditiously for employees with disabilities. Benson Gorber confirmed that many things are happening in terms of accommodation. Marie-Flore Baptiste reported that there is a vibrant network for disability and accessibility and a major ongoing project is in Passport where accommodation information and tools required for specific disabled employees will be accessible through PeopleSoft. Employees will be able to manage their information and it will be available to managers.</p> <p>Crystal Warner requested that the information be provided in future in the form of a grid. In response to Ms. Warner's question on future staffing advertisements, Gail Johnson informed that targeted recruitment is possible and Ms. Warner supports this staffing method for all represented groups.</p> <p>On a related topic, Crystal Warner mentioned that while the unions support activities aimed at promoting diversity and other projects such as United Way, she feels that such activities may not be sufficiently funded as employees are sometimes told to 'go to their union to fund activities'. Ms. Warner stressed that union dues are not meant to promote such employer activities. Gail Johnson assured that funds were available to promote activities and asked that examples of such responses be shared for review and further discussion.</p>

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	<p>Actions</p> <ol style="list-style-type: none"> 1. Todd Burke will share the information with all participants regarding visible minority terminology. 2. Crystal Warner will share examples of unions being asked to fund employer’s activities. 3. Brigitte Desormeaux will provide a list of all groups and the associated links to their websites, from the Diversity and Inclusion website.
<p>2.2 HR-to-Pay (Phoenix) Update Recurrent Item</p>	<p>Discussion</p> <p>Jennifer Hamilton gave members an update on HR-to-Pay (Phoenix) and the supporting data for this item. The ‘next generation’ pay system is in the procurement stage and PSPC is reviewing its service delivery structure. PSPC will implement its method for assigning compensation advisors to departments by the end of 2019, and has officially released its pay stabilization roadmap.</p> <p>In response to Jacques Perrin’s inquiry regarding Revenue Canada’s taxation and the impact on employees because of pay errors, Jennifer Hamilton responded that departments are awaiting Treasury Board Secretariat and OCHRO guidance on overpayments and T4s. The information received will be shared with employees, managers and employee representatives. Gail Johnson added that TBS are planning an awareness campaign on the subject</p> <p>Neal Burron suggested developing a self-audit tool that employees could use to identify pay errors before they become critical. Ms. Hamilton agreed and stated that ESDC is collaborating on such a tool with departments that have a head start on this.</p> <p>Jennifer Hamilton provided an update on the ESDC POD initiative where 50 PSPC compensation advisors are dedicated to processing ESDC transactions with a focus on ensuring that all new transactions are processed on time to avoid adding to the backlog. In parallel, ESDC has repatriated four ‘high touch’ transactions and redirected its complement of compensation advisors towards in-house processing of resignations, retirements, return from leave, and leave of absence for non EX employees. Human Resources Services Branch will clean entire employees’ files as part of a whole PRI approach towards completion of the file.</p> <p>Crystal Warner supports a humane approach where employees can talk to someone in the department about their pay concerns. Responding to Ms. Warner’s inquiry on triage of backlogged files at Service Canada, Jennifer Hamilton explained</p>

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	<p>that the PSPC group is working on the principle that new files remain new. They are processing transactions in the order they are received. They have 90% success in processing requests.</p> <p>Gail Johnson stated that the Department wants to assign more staff to process backlogged files but this is a resourcing issue as all departments are also trying to recruit compensation staff. The Deputy Minister is aware of the problem and asked that everything possible be done to solve the backlog problems.</p> <p>Actions None</p>
<p>3.1 Disciplinary Grid and Communications Plan</p>	<p>Discussion</p> <p>Guy Cyr presented a new disciplinary grid developed with the intent of guiding delegated managers in dealing with acts of misconduct, and to be used in conjunction with TBS' Guidelines for Discipline. The grid was presented to members to obtain their feedback.</p> <p>Guy Cyr further explained that the grid is meant to be used weighing mitigating and aggravating factors, and that each act be examined on a case-by-case basis, while allowing the managers' discretionary decision making. The grid is based on case law and will evolve. Mr. Cyr stated that the plan is to communicate this new tool directly to managers and to post it on iService, where everyone will have access.</p> <p>Crystal Warner stated that CEIU are very concerned with the application of the tool. Further, she believes it appears to take the punitive rather than a corrective approach (eg.: correction through training, coaching). She mentions that the union will be following up in writing. Other employee representatives, from UNE, PIPSC, ACFO disagreed with the concept of a discipline grid, noting concerns of fettering discretion.</p> <p>Guy Cyr responded that the discipline grid will be implemented and invited unions to provide further input via email on areas they would like to see changed.</p> <p>Actions Union members to provide their feedback in writing to Guy Cyr.</p>

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3.2 Harassment Centre of Expertise	<p data-bbox="420 227 2037 259">Discussion</p> <p data-bbox="420 300 2037 454">Véronique Tremblay gave an update on the activities of the Harassment Centre of Expertise and welcomed comments from participants. The Prime Minister and the Clerk of the Privy Council have clearly indicated that priority be accorded to this file. Bill C-65, amending the <i>Canada Labour Code</i> to strengthen the existing framework for the prevention of harassment and violence, including sexual harassment and sexual violence, in the work place received Royal Assent on October 25, 2018.</p> <p data-bbox="420 495 1176 527">The presentation covered the three pillars of the program:</p> <ul data-bbox="472 535 850 649" style="list-style-type: none">• Prevention• Resolution• Restoration/Maintenance <p data-bbox="420 690 2037 771">Ms. Tremblay reminded members that ESDC is committed to providing employees with an inclusive, respectful, harassment-free workplace. The results of the 2017 Public Service Employee Survey (PSES) show that 17% of ESDC employees feel harassed.</p> <p data-bbox="420 812 2037 925">In 2015, the Harassment Complaint Resolution program was established to improve how complaints are managed within the department in collaboration with multiple partners, stakeholders and support for key departmental initiatives. Ms. Tremblay confirmed that Deputy Minister Graham Flack has made it clear that there would be no tolerance for harassment in ESDC.</p> <p data-bbox="420 966 2037 1039">Véronique Tremblay explained that the 14 recommendations in the Clerk of the Privy Council report were divided into five themes:</p> <ul data-bbox="472 1047 2037 1364" style="list-style-type: none">• Starting a dialogue and taking action on harassment in the Public Service.• Support for employees: Provide advice, tools and resources to help all employees to prevent and resolve conflicts, to feel safe to bring forward issues and complaints, and to navigate what can be a complex process.• Leadership: Leaders at all levels to demonstrate commitment to a workplace that is free from harassment, to reinforce a respectful organizational culture, and to take action when inappropriate behaviour occurs.• Improving response capacity: Make it easier to identify and engage expertise to support public servants.• Skills development and best practices: Provide employees and managers with training and support to better understand what the spectrum of harassment looks like and the roles public servants play in creating civil and respectful workplaces.

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	<p>The next steps are the improvement of communications; launching an awareness and prevention campaign; ensure that employees, managers and bystanders know where to turn to discuss/report events; and finally ensure the program adapts to evolving needs. Ms. Tremblay welcomes comments and ideas from committee members.</p> <p>Crystal Warner indicated that members are concerned about the lengthy duration of investigations. She was supported in this by Jim McDonald who also felt that the time to trigger the investigative process was excessive. Mr. McDonald further mentioned that while Bill C-65 has been enacted, nothing seems to have changed. He acknowledges that the employer has made a good effort, but feels that the process is being started over.</p> <p>Karen Brook wished for a separate consultation effort to be arranged. Ms. Brook, supported by Linda Koo, further mentioned that the issue of restoration is not covered in case of unfounded harassment complaints. Sebastian Rodrigues stated that this is an item where the unions could have been consulted at the beginning of the process.</p> <p>Action Véronique Tremblay will share with members the Clerk of the Privy Council's 14 recommendations.</p>
3.3 Approach to Service Workforce Coordination	<p>Discussion</p> <p>ESDC is currently in the midst of major projects and initiatives as part of its Service Transformation Plan. Kathia Ouellette Ferguson provided an update on activities undertaken to support workforce transformation and proposed plan for engagement with the unions over the next 12 months.</p> <p>Ms. Ouellette Ferguson emphasized that as they are moving forward with the transformation, while remaining mindful of the range of factors affecting how to support the departmental workforce. The ultimate goal is service excellence, based on people.</p> <p>Susan Ingram and Russell Egan feel that there is a need to help leaders, managers and employees understand the vision for the future in order to ensure that the right people are hired today in the right roles. They also believe that employees be supported to achieve their full potential in keeping with the skills needed and given the tools to adapt to changes as they arise.</p> <p>Ms. Ouellette Ferguson would like to engage the union representatives prior to starting the upcoming review of job descriptions for the PM-AS stream as part of its role reviews initiative and asked CEIU for representatives.</p>

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	<p>Linda Koo asked the committee to make this subject a standing item to this Committee. Ms. Koo indicated that she wishes to be part of any (PA) group review.</p> <p>On the subject of organizational models raised by Jacques Perrin, Gaveen Cadotte mentioned that, after examination of various models, ESDC and Service Canada are now in the implementation stage. Ms. Cadotte indicated that the Deputy Minister has asked for implementation by end of fiscal year. Mr. Perrin mentioned that he will bridge with the corporate team at Service Canada to ensure consistency with ESDC on this dossier.</p> <p>Actions</p> <p>1. CEIU to provide representatives for review of PM-AS stream to Kathia Ouellette Ferguson.</p>
3.4 Workplace Mental Health Strategies and Initiatives	<p>Discussion</p> <p>Due to time constraints, it was determined that this item would be deferred. As the material had been provided in advance, members were encouraged to submit any questions to the Secretariat. Stan Buday requested that this item be placed at the top of the agenda for the next meeting.</p> <p>Actions</p> <p>This item to be placed early on the agenda for the next HRUMCC meeting.</p>
4.0 Roundtable and Closing remarks	<p>Discussion</p> <p>Jim McDonald suggested increasing the length of HRUMCC meetings to ensure sufficient time for all items sponsored by management and unions to be presented.</p> <p>As a general point, Claire Caloren asked for everyone's collaboration in refraining from using little-known acronyms, in English and French, during meetings.</p> <p>The co-chairs thanked the members, interpreters and secretariat. There being no further business, the meeting was adjourned.</p> <p>Action</p>

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	Consideration to be given to extending the duration of meetings.