# **Record of Discussions and Decisions**

**National Labour Management Consultation Committee (NLMCC)**

## **Meeting of October 31, 2017**

**Management Representatives:**

**Louise Levonian**, Deputy Minister, Employment and Social Development Canada and Chairperson of Canada Employment Insurance Commission

**Lori Sterling**, Deputy Minister, Labour Program

**Leslie MacLean**, Senior Associate Deputy Minister, Employment and Social Development Canada and Chief Operating Officer for Service Canada

**Marie-Claude Lessard**, Director Parliamentary Regulatory Affairs

For **Alia Butt, A/ Corporate Secretary**

**Gary Robertson**, Assistant Deputy Minister, Compliance, Operations and Program Development, Labour Program

**Heather Sheehy**, Associate Assistant Deputy Minister, Strategic and Service Policy Branch

**Kathryn McDade**, Senior Assistant Deputy Minister, Income Security & Social Development Branch

**Paul Thompson**, Senior Assistant Deputy Minister, Skills & Employment Branch

**Gail Johnson**, Assistant Deputy Minister, Human Resources Services Branch

**Alexis Conrad**,Assistant Deputy Minister, Learning Branch

**Fatima Kouraichi El Idrissi**, Director, Professional Practices and Special Examination

For **Vincent Daluz**, Chief Audit Executive

**Mark Perlman**, Chief Financial Officer, Chief Financial Officer Branch

**Peter Littlefield**, Chief Information Officer, Innovation, Information and Technology Branch

**Jacquie Manchevsky**, Director General, Strategic Directions

For **Stephanie Hébert** Assistant Deputy Minister, Program Operations Branch (Service Canada)

**Chris Durham**-**Valentino**, Director, Policy and Partnerships Division, Integrity Services Branch

For **Élise Boisjoly**, Assistant Deputy Minister, Integrity Services Branch, Service Canada

**Benoît Long**, Senior Assistant Deputy Minister, Transformation and Integrated Service Management Branch

**Cliff Groen**, Assistant Deputy Minister, Benefits Delivery Services

**Steven Risseeuw**, Chief Operating Officer, Citizen Services Branch

For **Peter Simeoni**, Assistant Deputy Minister, Citizen Services Branch, Service Canada

**Sylvie Bérubé**, Assistant Deputy Minister, Western Canada and Territories Region (Service Canada)

**Mary Ann Triggs**, Assistant Deputy Minister, Ontario Region (Service Canada)

**Rui Costa**, Acting Assistant Deputy Minister, Quebec Region (Service Canada)

For **Claire Caloren**, Assistant Deputy Minister, Quebec Region (Service Canada)

**Sara Filbee**, Assistant Deputy Minister, Atlantic Region (Service Canada)

**Annik Wilson**, Director General, Regional Operations & Compliance, Labour Program

**Annick Langlois**, Director General, Operations, Human Resources Services Branch

**David Swol**, Director General, Corporate Human Resources Programs, Human Resources Services Branch

**Jennifer Hamilton**, Director, Corporate Labour Relations and Compensation

**UNION REPRESENTATIVES:**

**Eddy Bourque**, National President, Canada Employment and Immigration Union - Public Service Alliance of Canada

**Fabienne Jean-François** AlternateNational Executive Vice-President

For **Crystal Warner**, National Executive Vice-President, Canada Employment and Immigration Union - Public Service Alliance of Canada

**Luc Pomerleau**, National Resources Officer, Canada Employment and Immigration Union - Public Service Alliance of Canada

**Richard Ballance**, Regional Vice-President, Union of National Employees

**Linda Koo**,Labour Relations Officer, Union of National Employees - Public Service Alliance of Canada

**Jim McDonald**, Labour Relations Advisor, Union of National Employees -Public Service Alliance of Canada

**Stan Buday**,President National Consultation Team for ESDC, Professional Institute of the Public Service of Canada

**Dean Corda**, Vice-President, Professional Institute of the Public Service of Canada, National Consultation Team of ESDC

**Yvonne Snaddon**, Alternate contact of the National Consultation Team for ESDC,Professional Institute of the Public Service of Canada

**Marie-Claude Chartier**, Employment Relations Officer, Professional Institute of the Public Service of Canada

**Neil Burron**, President, Local 514, Canadian Association of Professional Employees

**Michel D’Aoust**, Labour Relations Officer, Canadian Association of Professional Employees

**Regrets:**

**Benoît Robidoux**,Associate Deputy Minister, Employment and Social Development Canada

**Anthony Giles**, Assistant Deputy Minister, Policy, Dispute Resolution and International Affairs (Labour)

**Catherine Adam**, Associate Senior Assistant Deputy Minister, Strategic and Service Policy Branch

**Janet Goulding**, Acting Assistant Deputy Minister, Income Security and Social Development Branch

**Rachel Wernick**, Associate Assistant Deputy Minister Skills and Employment Branch

**James Gilbert**, Assistant Deputy Minister, Public Affairs and Stakeholder Relations Branch

**Mark McCombs**, Senior General Counsel, Legal Services Branch

**Kevin King**, National President, Union of National Employees – Public Service Alliance of Canada

**Andrew Shaver**, Alternate attendee for National President, National Executive Vice-President, Union of National Employees – Public Service Alliance of Canada

**Grant Boland**, Labour Relations Advisor, Association of Canadian Financial Officers

**Nicole Gadoury**, Labour Relations Advisor, Association of Canadian Financial Officers

**Dany Richard**, President, Association of Canadian Financial Officers

**Emmanuelle Tremblay**, President, Labour Relations, Canadian Association of Professional Employees

**GUESTS:**

**Jason Choueiri**, Director General, Transformation Planning, Design and Oversight Directorate

**Fred Begley**, Director General, Special Projects

**Megan Kennedy**, A/Director General, Canada Pension Plan & Old Age Security Business Transformation

**Danièle Besner**, Director General, Program Policy Planning, Learning Branch (special observer)

**Diana Reno**, Professional Institute of the Public Service of Canada (special observer)

**NLMCC SECRETARIAT:**

**Muriel Lamothe**, Manager, Corporate Labour Relations

**José Vasquez**,Advisor, Corporate Labour Relations

**Glenn Crane**, Advisor, Corporate Labour Relations

**Cecilia McKibbon**, Advisor, Corporate Labour Relations

**Line Leblanc**, Administrative Assistant **-** Corporate Labour Relations

| **ITEM** | **SUBJECT** | **ACTION / DECISION** |
| --- | --- | --- |
| **1.** | **Opening Remarks and Approvals** |  |
|  | * 1. **Opening Remarks:**   Eddy Bourque, National President, Canada Employment and Immigration Union opened the meeting by welcoming all committee members including the Co-Chair Deputy Minister Louise Levonian who introduced new management members to the Committee.  **1.2** **Approval of the Minutes of the Last Meeting:**  Before turning the discussion to approval of the minutes, Eddy Bourque reminded the Committee that agenda items should be provided within the deadlines noted in the call-outs in order to prevent last minute additions to the Agenda which is carefully planned to maximise the benefits of the meeting.  The Committee agreed that, moving forward, only urgent and unforeseen issues would be added the day of meetings, if time permits. Less pressing items would be addressed at future meetings, during the round table or at an ad-hoc meeting (where warranted).  A concern was raised by Linda Koo in reference to item 2.1 (Budget) regarding the fulsomeness of the information provided (i.e. impact on members/employees). Additionally there were concerns that, while it was decided by the Committee that more information would be provided at the HRUMCC, that information was not made available to the members of the NLMCC.  The minutes of the meeting of April 26, 2017, were approved by members.  **1.3 Status of Outstanding Action Items from Meeting of April 26, 2017:**  The Committee agreed that all action items were considered to have been addressed. | 1. A more detailed and pertinent presentation on the budget will be made at the next HRUMCC meeting.  2. The NLMCC secretariat will send the budget presentation from the last HRUMCC meeting to NLMCC Committee members. |
| **2.** | **Business Items** |  |
|  | **2.1 Service Transformation Plan (Standing item):** (Benoît Long/Jason Choueiri)  Benoît Long presented a deck on the approach taken to develop Employment and Social Development Canada’s (ESDC) Service Transformation Plan (STP) including a status of year one (1) deliverables, next steps for employee and union engagement, and how the STP will be leveraging and supporting the advance of key projects.  He indicated that over the next five (5) years, there will be a number of improvements to services delivered by the Department to Canadians. They will start with updates that are non-complex (i.e. those for which there is no change to applicable legislation), working towards those with increasing complexity. To assist in moving action items forward, an Acceleration Hub has been established to implement industry best practices.  Mr. Long referred the Committee to the Service Transformation Roadmap (page 7) which speaks to the evolution of solutions to improve services that are planned for the future and highlighted that the key outcome of the STP is easier, more integrated access for Canadians. The Service Transformation Plan also includes the redesign of business processes and tools including new tools to support employees in provision of services. The Department committed to extensive consultations with employees and clients to solicit their feedback with a view of developing service improvements reflecting an understanding of their needs. Quarterly meetings with employees have been established.  Dean Corda sought clarification on the meaning of the numbers on the Service Transformation Roadmap (slide 7) to which Mr. Long explained that each number relates to a type of solution that will be implemented and the expected timeframes for those solutions.    Jim McDonald requested that given the complexity of changes, members of the Committee asked that more time be allotted to walk through materials.  Fabienne Jean-François sought clarification as to whether there is a communication strategy to ensure that Committee members are aware of decisions that are made at the regional level.  Mr. Long indicated that commitments made at the national level will be brought to the NLMCC, and that those made at the regional level will be communicated to other regions.  Linda Koo asked for clarification on the 23 commitments and Luc Pomerleau asked if the list could be shared.  **2.2 Benefits Delivery Modernization:** (Benoît Long / Fred Begley)    Mr. Long provided an update to the Committee on the Benefits Delivery Modernization (BDM) program. He provided a deck which detailed how the BDM aligns to current priorities and the scope and objectives of the program. He explained how the approach is grounded in best practices, addressed the phased approach to the transformation and provided an overview of the program definition phase.  Mr. Long explained that BDM is a long term initiative that is focused on simplifying the business model by replacing antiquated processes and introducing modern technology which in turn will result in higher quality services for Canadians. He highlighted that the key objectives include reducing risk, creating updated tools for employees, establishing programs that are more adaptable (dynamic) and leveraging more analytics to reduce errors; the result of which will be a better client-centric experience.  **2.3 Old Age Security Service Improvement Strategy Project Update:** (Benoît Long /Megan Kennedy)  Megan Kennedy provided an update on the Old Age Security Service Improvement Strategy (OAS-SIS) which continues to be driven by increasing numbers of aging Canadians. Guaranteed Income Supplement (GIS) auto enrolment is the next large change. The commitment to sound change management practice means that changes are being developed in conjunction with regional staff to ensure tools are aligned with employee needs. In August 2018, there will be manual work required by processing staff to support the automatic enrolment for GIS, in situations where clients are married. This processing work will be similar to transactions that agents complete today to process paper GIS applications for individuals who are married. Change management activities will continue until the Summer of 2018, to work with agents to ensure that processes are validated before the processing needs to begin. Staff are engaged and enthusiastically contributing to improving the GIS/OAS processes. Eddy Bourque asked if, when the new system is launched, the old system will be decommissioned, the answer to which was no, they will run concurrently for a period of time to confirm that the new system is functioning correctly. Fabienne Jean-François relayed concerns she has heard about the complexity and necessity of all of the letters that are used and asked if all of them are needed. Megan confirmed that the number of letters and the language in the most common letters are being reviewed with the aim of simplifying them.  **2.4 Installing of Computer Peripherals:** (Peter Littlefield)  Peter Littlefield addressed a concern that was raised by the CEIU regarding the installation of computer peripherals (i.e. plugging in monitoring, moving computers, etc.). He explained that, within ESDC, this work used to be done by IT staff, but since 2012, the department has phased in a self-service model for this type of work. He explained that one factor was the Deficit Reduction Action Plan, but also management looked at the nature of the tasks and determined it was work that most people are already doing in their own homes. Going forward, the trend in industry is that these tasks will be eliminated as hardware becomes more integrated. However, at the present time, by freeing up IT staff from this type of task, they have more capacity for complex work.  Mr. Littlefield acknowledged that Health and Safety was a concern but the Occupational Health and Safety Group was consulted, and instructions are available to minimise any risk, and this was balanced against the increased speed of service, especially for remote locations. Site support from IT is available for office moves greater than five (5) people.  **2.5 Union Management Consultation:** (Gail Johnson and Regional ADMs)  This update on consultation was requested by the CEIU. Gail Johnson provided an overview of how the National Labour-Management Consultation Committee, the Human Resources Union-Management Consultation Committee and the Labour Program Union-Management Consultation Committee operate and work with the numerous ad hoc, branch and region specific union management meetings. Ms. Johnson confirmed the importance placed on the meetings at all levels, how they foster trust and contribute to the finding of common ground. Ms. Johnson also noted that the four Regional ADMs are now members of the NLMCC in order to improve communications between the national and regional levels.  Each Regional ADM chairs a Regional Union-Management Consultation Committee and they provided updates for their respective regions. Sylvie Bérubé confirmed the importance of the meetings and spoke of the contributions the Western and Territories RUMCC played in helping with leadership development and Joint learning programs. The Ontario Region meets monthly and they have specific standing agenda items including Phoenix, Mental Health and Transformation. They are looking at linking Local UMCCs to the Regional meeting and Mary Ann Triggs is looking forward to building on the good work they have already achieved, including on mental health. Rui Costa spoke of the long tradition of cooperation, how the Committee works on issues of importance for management and the unions and how they address issues specific to the Quebec Region ranging from training for employees in the Passport Call Centre to the anniversary of the Polytechnique massacre and processing Syrian asylum seekers. Sara Filbee noted the active nature of the Atlantic Region consultations and the good working relationship enjoyed with the unions. For Benefits Delivery Modernisation they have been identifying “the rubs” and helping the unions support their members.  Jim McDonald made the comment that the ADMs control operations within their regions but nobody oversees the regions for consistency. He indicated, as an example, third level hearings decisions in one region do not stand in other regions. He noted that it is cumbersome not to have a central body to deal with central issues. Sara Filbee acknowledged that ESDC is a complex department and stated that the consistency comes from the LR advice provided to the ADMs. Mr. McDonald recognised that but stated it is only advice and ADMs can act independently. Deputy Minister Levonian noted that concerns regarding consistency should be raised to Gail Johnson. Fabienne Jean-François said once the level of ADMs is passed the only option is adjudication. She suggested to perhaps take the opportunity to consider different options, for example to talk to David Swol offline.  Eddy Bourque asked that updates from the regions be added to the Agenda as a standing item.  **2.6 Call Centre – Consultation for New PA Collective Agreement:** (Fabienne Jean-François)  Fabienne Jean-François provided feedback on the new PA collective agreement and the beneficial nature of the proactive consultations that took place regarding call centres. The consultations included an employee from the call centres and a member of the negotiating table which were useful. The work by the department on this initiative was appreciated.  Senior Associate Deputy Minister MacLean reiterated her appreciation for these consultations. She received detailed updates from the regions and the plan will be updated in the future.  Jim McDonald also thanked Stephanie Hebert for her work on the Passport Call Centre consultations which produced positive results. | 3. Going forward, an update is to be provided to the NLMCC on the employee consultation meetings.  4. STP Updates to the NLMCC will include national level commitments.  5. Benoît Long committed to share the list of 23 commitments with committee members.  6. An update will be given at the next NLMCC meeting on progress made with GIS change management.  7. Add regional updates to the NLMCC Agenda as a standing item. |
| **3.** | **Human Resources Initiatives** |  |
|  | **3.1 Update on the Phoenix Pay System:** (David Swol)  David Swol provided an update to the committee on the Phoenix Pay System. He reiterated the department’s commitment to working with the Office of the Chief Human Resources Officer (OCHRO) and the Public Service Pay Centre (PSPC) in the development and implementation of an integrated HR-to-Pay plan. He communicated to the group that PSPC continues to focus on the implementation of the new collective agreements and as such we continue to see the number of open/unresolved cases increase.  He provided the committee with updated data from the PSPC indicating that approximately 70% of all ESDC employees have open cases with PSPC which are over 30 days old; of these open cases, 20% are related to acting pay, 12% are related to terminations and 10% are related to overpayments – these are the top three issues.  Mr. Swol also highlighted that the Human Resources Services Branch is working in collaboration with the Chief Financial Officer Branch to continue to offer assistance to employees through the issuance of Emergency Salary Advances (ESA) and Priority Payments. He indicated that, to date, over 5,300 ESA/priority payments totaling over $7.7M have been issued. (19% recovered and 15% partially recovered - $2.3M).  Mr. Swol also explained that since the last NLMCC meeting, a number of new measures have been implemented internally to assist our employees including the hiring of ten (10) new Compensation Advisors in August. This is in addition to the existing 18 pay liaison officers. The ESDC dedicated Compensation Advisors are co-located with our liaison staff in Winnipeg and in the same location as the PSPC satellite office. The ten (10) new advisors have been referred 425 cases since August and have a resolution rate of 47%. However, we have instituted an “employee focused” approach; meaning the focus is on the whole employee pay file and not just one issue at a time.  Mr. Swol informed the group that there are plans to add another ten (10) Compensation Advisors with the plan to have targeted resources on key pain points: these will include maternity/parental leave, disability/LWOP, retirements/terminations, and death-in-service.  In the coming weeks we will be rolling out new employee and manager focused HR-to-Pay training developed by OCHRO. The first four modules include Understanding the Pay Cycle, Pay Calendar and Pay Stub, Overview of Relevant HR-to-Pay Interface, Submitting Leave and Pay Requests and How to Perform Leave and Pay-Related Transactions for Your Employees.  Eddy Bourque asked if the training would be mandatory. Mr. Swol stated that it would be up to OCHRO to decide, but ESDC is at least looking at tracking this through SABA.  **3.2 Staffing Levels in Service Canada Centres:** (Steven Risseeuw)  In response to concerns from CEIU regarding staffing levels in Service Canada Centres (SCC), Steven Risseeuw provided information on staffing and service levels. The target is for 80% of clients to be seen within 25 minutes. For year-to-date, 79% of clients have been seen within 25 minutes. Small SCCs have a minimum of three Full Time Equivalents (FTEs) in order to meet the service standard. Staffing levels are determined by using a number of factors including forecasts and reviewing office supports. Wait times are monitored and resources deployed when and where necessary. Fabienne Jean-François indicated that they have issues related to the funding model. Steven noted that staffing levels in small offices were increased to three FTEs as a result of Health and Safety concerns.  Eddy Bourque mentioned seeing a picture of clients sitting on floors waiting to be served. Steven asked to be supplied with the specific date and location so that they can review that situation and any other specific ones. There may be legitimate reasons for the delays in service, such as staff being off unexpectedly, but he will be able to verify.  Fabienne Jean-François said that they have noticed a trend wherein full-time employees who retire, etc. are being replaced by casuals and part-time employees, and people who retire are being asked if they would be interested in returning to work as casuals. She noted difficulties in obtaining information related to FTEs which would be helpful. Mr. Risseeuw stated that 73% of employees in SCCs are indeterminate and 23% are term employees which is a good balance. In replying to a question from Jim McDonald, Mr. Risseeuw confirmed that the figures apply to SCCs only. Luc Pomerleau asked if Mr. Risseeuw was willing to share the number of FTEs for each SCC. Mr. Risseeuw said he wasn’t sure that the information was available from the financial team but he would look into that. | 8. CEIU will supply Steven Risseeuw with date the picture was taken so that he can review that specific situation.  9. Steven Risseeuw will look into obtaining FTE figures for each Service Canada Centre. |
| **4.** | **Round Table and Closing Remarks** |  |
|  | Stan Buday indicated that PIPSC is a huge supporter of mental health initiatives and recommended a course that one of the PIPSC representatives in the Atlantic Region was due to attend. He asked to have time off granted for the representative to attend the course and Sara Filbee asked for details.  Eddy Bourque thanked the presenters, the translators and the secretariat and recommended that members continue to supply the secretariat with agenda items for future meetings and declared the meeting adjourned. | 10. Stan Buday to provide Sara Filbee details of the mental health course. |