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| Date: | February 11, 2019 | Location: | Events and Conference Management Centre, Pontiac Room, Portage IV, Gatineau QC |
| Chair: | Eddy Bourque | Time: | 1:30 pm to 3:30 pm |
| Secretariat: Union-Management Consultation Committee (UMCC) Secretariat  |
| ESDC Participants  | Union Participants |
| **Graham Flack,** Deputy Minister, Employment and Social Development Canada**Chantal Maheu,**  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,** on behalf of **Jessica Kerr,** Corporate Secretary, Corporate Secretariat Branch**Gary Robertson,** Director General, Workforce management directorate, Human Resources Services Branch**Peter Simpson** on behalf **of Anthony Giles,**  Assistant Deputy Minister, Policy, Dispute Resolution and International Affairs, Labour Program**Catherine Adam,** Senior Assistant Deputy Minister, Strategic and Service Policy Branch**Heather Sheehy,** Acting Assistant Deputy Minister, Strategic and Service Policy Branch**Janet Goulding,** Assistant Deputy Minister, Income Security and Social Development Branch**Rachel Wernick,** Senior Assistant Deputy Minister, Skills and Employment Branch**Debora Brown** on behalf of **James Gilbert,** Assistant Deputy Minister, Public Affairs and Stakeholder Relations Branch**Alexis Conrad,** Assistant Deputy Minister, Learning Branch**Vincent DaLuz,** Chief Audit Executive, Internal Audit Services Branch**Mark Perlman,** Chief Financial Officer, Chief Financial Officer Branch**Nasser Alsukayri** on behalf of **Peter Littlefield,** Chief information officer, Innovation, Information and Technology Branch**Benoît Long,** Senior Assistant Deputy Minister, Transformation and Integrated Service Management Branch**Cliff Groen,**  Assistant Deputy Minister, Benefits Delivery Services Branch**Peter Simeoni,** Assistant Deputy Minister, Citizen Services Branch (Service Canada)**Elise Boisjoly,** Assistant Deputy Minister, Integrity Services Branch (Service Canada)**Robert Allen** on behalf of **Sylvie Bérubé,**  Assistant Deputy Minister, Western Canada and Territories Region**Mary Ann Triggs,** Assistant Deputy Minister, Ontario Region (Canada Services)**Rui Costa** on behalf of **Claire Caloren,** Assistant Deputy Minister, Quebec Region (Canada Services)**Sara Filbee**  Assistant Deputy Minister, Atlantic Region**Stéphanie Hébert**, Assistant Deputy Minister, Program Operations Branch (Service Canada)**Gail Johnson**, Assistant Deputy Minister, Human Resources Services Branch | **Eddy Bourque,** National President, Canada Employment and Immigration Union, Public Service Alliance of Canada**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**Sebastian Rodrigues**, National Vice-President Human Rights, Canada Employment and Immigration Union - Public Service Alliance of Canada**Stan Buday**, President, National Consultation Team for ESDC, Professional Institute of the Public Service of Canada**Jim McDonald**, Labour Relations Officer, Union of National Employees - Public Service Alliance of Canada**Linda Koo**, Labour Relations Officer, Union of National Employees, Public Service Alliance of Canada**Dany Richard**, President and Chair of the Board of Directors, Association of Canadian Financial Officers**Nicolas Brunette-D’Souza**, Labour Relations Advisor, Association of Canadian Financial Officers**Neil Burron,** President, Local 514, Canadian Association of Professional Employees**Karen Brook**, Labour Relations Officer, Canadian Association Professional Employees **Dean Corda**, Vice-President, National Consultation Team for ESDC, Professional Institute of the Public Service of Canada**Yvonne Snaddon**, Alternate contact of the National Consultation Team for ESDC, Professional Institute of the Public Service of Canada |
| **HR Participants****Danièle Besner**, Director General, Workplace Management Directorate, Human Resources Services Branch**Gaveen Cadotte**, Director General, Workforce management directorate, Human Resources Services Branch**Guy Cyr**, Director, Labour Relations, Workplace Management Directorate, Human Resources Services Branch |
| **Guest :****Jennifer Hamilton**, Executive Director, Compensation Directorate, Human Resources Services Branch**Wendy Ann Moulton**, Local President for Canada Employment and Immigration Union (CEIU) and Chair of the CEIU Ontario Region Front End/Outreach Committee**Susan Ingram,** Executive director, Change Management Leadership and Organizational Readiness, Transformation and Integrated Service Management Branch**Evelyne Power** Director General, Strategies Citizen Services Branch**Sylvie Girard**, Director General, Strategy and Partnerships, Skills and Employment Branch**Kristen Underwood,** Chief of Staff, Deputy Minister’s Office**Garth Byrne,** Chief of Staff, Transformation and Integrity Services Management Branch**Brigitte Marois,** Senior Director, Audit Operations**Jennifer McInnis**, Observer **Luc Tremblay,** Director General, Program Service Oversight, Integrity Services Branch |
| **UMCC Secretariat:****Kathleen Tremblay**, Manager, Labour Relations, Workplace Management Directorate, Human Resources Services Branch**Mireille McNally,** Recording Secretary |

| Agenda Item |  Discussion and Action Items |
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| **1.1 Opening remarks** | **Discussion**Eddy Bourque opened the meeting and welcomed participating members and Co-chair Graham Flack. Mr. Flack arrived in the Department last October and looks forward to participating in this committee. **Action :**No action identified. |
| **1.2 Approval of** **June 26, 2018 meeting minutes** | **Discussion**The minutes of the June 26, 2018 meeting were approved as submitted.**Action :**No action identified. |
| **1.3 Status of Outstanding Action Items from** **June 26, 2018 Meeting** | **Discussion**All four action items identified at the last NLMCC meeting are considered to be completed. **Action :**No action identified. |
| **2. Business Items** |  |
| **2.1 Update on Service Transformation and Integrated Services Management Agenda** | **Discussion**Benoît Long indicated that providing regular updates on the Service Transformation and Integrated Services Aanagement Agenda was a key commitment, stating the importance that employees and their representatives receive up-to-date information especially in terms of change management. Mr. Long further affirmed that the goal is to spend more time engaging with the unions, including at the SUMCC. Susan Ingram shared the information package, ‘Consultation on the People Impacts of Transformation Projects’. Ms. Ingram indicated that the proposed template is intended to capture the workforce impacts of the projects in an easy to understand language. Ms. Ingram and her team are currently working with project leads to populate the information for those projects that will be implementing some level of change over the next 6 to 10 months. The information will be shared through the quarterly SUMCC meetings. Susan Ingram would appreciate feedback and perspectives from committee members and inquired as to whether they find this format and use of plain language helpful in providing answers to employees’ concerns. Ms. Ingram indicated that the level of impact on projects and initiatives still represents a preliminary assessment but added that unions may expect future consultation on this. Crystal Warner thanked Mr. Long and Ms. Ingram for providing this information and confirmed that the format being proposed is precisely what the unions have been asking for. For the Integrated Labour System, Ms. Warner mentioned that the presentation states that the project team will seek to identify ambassadors from each region to support the roll-out of Release 2. Ms. Warner hopes that unions will be afforded the opportunity to participate in the selection of ambassadors.**Action :**No action identified. |
| **2.2 Safety and Security of Front-End Offices and Employees** | **Discussion**CEIU, Integrity Services Branch, Human Resource Services Branch and Citizen Services Branch held a meeting in October 2018 to address a series of safety and security related enquiries made by CEIU. Ms. Warner asserted that the responses did not alleviate all concerns and CEIU leadership felt that the issue would be best served by being presented at the NLMCC. To that end, Ms. Warner introduced Wendy Ann Moulton who, with eight years as a Passport Officer and now working at a Service Canada Centre, has spoken to CSOs throughout the country, and was asked to present an impact statement to this Committee. Ms. Moulton reported on the perceived lack of awareness by management of what employees face in their daily activities and the lack of tools available to ensure their safety, security, health and respect. Ms. Moulton reported that many incidents have occurred in the past few months and described in some detail certain risks that employees are subjected to when working alone. Ms. Moulton further mentioned the lack of training and support leading to stress, fear and work-related sickness due to physical threats, intimidation and abuse received from clients. She asserted that there were occasions when employees subjected to intimidation tactics and threats by clients were told by their management that ‘it was part of their job’.In closing, Ms. Moulton mentioned that she felt that understaffing might be part of the broader issue as it leads to situations where employees must work alone, and asked for management’s support in resolving the many problems encountered by employees dealing with front-end issues.Ms. Warner commented that employees are organizing networks between themselves to support one another and using ad-hoc means to protect themselves. She further mentioned that lack of training is a large part of the equation especially in terms of dealing with harassment and violent situations. Ms. Warner supports different means of ensuring employees’ safety and security and asked whether management is open to considering preventative measures such as the redesign of offices, and the installation of bulletproof glass such as those found at Immigration, Refugees and Citizenship Canada and Canada Revenue Agency offices. Ms. Warner further expressed concerns with security incident reports and the way they are filed in the Department. She asserted that the employer seems to have created a mirror reporting structure and management at the local level is confused as to what reports need to be filled out, which sometimes leads to reports, as mandated by the Canada Labour Code, not being filled out at all. In terms of policies on emergency situations, Ms. Warner asserted that regional policies sometimes contradict the national emergency policies and protocols (ex.: in case of an armed intruder, the national policy is to call 911 whereas some regions instruct employees to call an internal number). Management has accepted the union’s request for consultation on the CSO job description and Ms. Warner thanked the employer for this and would appreciate the same for other job descriptions. In closing, Ms. Warner indicated that understaffing is creating many problems in the front-end, as appropriate levels of coverage cannot be reached leading to an increased number of staff being asked to work alone. Ms. Warner is hopeful that the 2019/20 budget distribution will take into account increased funding for Citizen Services and the staffing of front-end positions. Jim McDonald thanked Ms. Moulton for her presentation and supports her findings. As a representative for staff in the Passport Program, he recognizes that this sector also presents unique security issues whenever citizens paying for a service see their request denied. Mr. McDonald shares CEIU’s concerns and agrees that there should be security enhancements to minimize the hazards.Elise Boisjoly thanked Ms. Moulton and agreed on the importance of employee security in the workplace. Ms. Boisjoly said that Threat Risk Assessments (TRAs) are the cornerstone of security and that each site needs to be assessed in terms of its security posture. Ms. Boisjoly stated that the Department has not noted an increase in incidents being reported. There have been about 290 events affecting people, including 2 or 3 physical confrontations. In recent events such as Security Awareness Week, various mechanisms are used to reach employees, heighten awareness and encourage reporting of incidents. Training for new employees, Security 101, is available and Ms. Boisjoly stated that it will also be revisited.Peter Simeoni thanked the presenter for taking the time to document her presentation, and supported Ms. Warner in that the department must always continue to strengthen its practices. Mr. Simeoni stressed that: working alone is a challenge and the Department tries to minimize the impact by providing staff with expected practices, which can always be improved upon. Mr. Simeoni extended an invitation for a longer conversation with unions on the security of personnel. In terms of resourcing, Mr. Simeoni noted the difficulty of matching people to the demands for services for the 300+ points of service on a daily basis. He agrees to discuss this in more detail with employee representatives. Lastly, Mr. Simeoni was encouraged by the current consultations on job descriptions and their potential to open discussions on safety and security of front-end personnel. In terms of employees working alone, Penny Lavigne mentioned that the Guide is up for review as part of a three-year cyclical review and that unions will be consulted. Ms. Lavigne said that the reporting tools, such as TRAs and LAB-1070 (Hazardous Occurrence Investigation Report) are used for different instances and she will be happy to discuss and explain differences and requirements to local committee members to ensure they are trained and engaged in the processes. Crystal Warner appreciated that the unions will be invited to consult on the guide and feels that the representatives’ input will be valuable. CEIU recognizes that many employees are not aware of forms to fill out, and whom to speak in terms of incident reporting. To that end, the union is actually creating and distributing regional training packages for OSH representatives on ‘How to fill forms’. Leslie McLean expressed her appreciation for the open and constructive approach used in raising these difficult situations. Ms. McLean reiterated the Department’s commitment to safety and security for those serving Canadians and mentioned that it will do everything it can to address issues. There are 9 million in-person visits to the Department’s service centres and while most go very well, there is a need to support employees dealing with negative and hazardous occurrences. Graham Flack recognized Ms. Moulton for sharing these practical stories and encouraged employee representatives to forward the documentation of the issues described. Mr. Flack stated that the people we serve form the whole spectrum of society and, while we cannot eliminate risks; that said, mitigation measures can and must be taken to protect employees.**Action :**A joint union-management working group will be created to further review this item.  |
| **2.3 Regional Updates** | Atlantic Region: Sara Filbee reported on the active working relationship with unions, and the ongoing investment in developing mutual understanding between union and management. The Region recently experimented with having a virtual meeting of its Atlantic Union Management Consultation Committee because of financial constraints. Ms. Filbee reported that accommodation, mental health, accessibility, and other concerns were part of discussions including a successful presentation from the Live-Work-Play group. Lastly, the Atlantic Region held a Joint Learning Program session to jointly explore the process of labour / management consultation to try to improve processes. Québec Region: Rui Costa reported that the Region has endeavoured to identify improvement opportunities in the consultative process, and sought to better understand the roles and responsibilities of each side. There were discussions on resource planning for 2019-2020. Also, a very beneficial facilitated workshop was held on January 29 with the aim of improving processes, abolish obstacles, leading to a common understanding of the roles and responsibilities of partners. The Committee is intent on working together on elements of common interest such as resource planning and staffing measures. Ontario Region : Mary Ann Triggs reported that the Committee meets every month, with in-person, video and phone capability. There was an important union membership turnover, and CAPE was invited to the table. The Region is currently renewing its operating procedures and Terms of Reference. Ms. Triggs indicated that they are aligning regional union-management agendas to local ones, holding videoconferences with local chairs, and bringing both agendas together at their quarterly meetings in an effort to get and share real-time information. This successful approach will be used for quarterly RUMCC and LUMCC meetings. Other than corporate standing items, Ms. Triggs reported that Service Strategies, Transformation, Workforce Management and Security measures are also discussed at meetings. Western Region: Robert Allen reported that the Region meets formally 3-4 times a year. In between, touch-base calls are conducted with management and employee representatives where corporate issues get discussed. Mr. Allen feels that the current process seems to work well and the Region will continue in that fashion. Phoenix and security measures continue to be sources of much discussion and Mr. Allen took the opportunity to thank Ms. Boisjoly, Ms. Johnson and Ms. Hamilton for their availability in taking part in these discussions. Further, Mr. Allen indicated that the present consultation methodology creates friendships between union and management members and that they feel confident in calling on one another. Lastly, Mr. Allen reported on a Joint Learning Program session held in the fall where two main items (How to Work Better Together and Revamping of Terms of Reference) were discussed. A document outlining discussions will be issued and will form the goals for the fourth quarter planning process for next year. The region is currently in the initial stages of engaging and consulting on developing the RUMCC work plan, which will take into account a number of matters that both sides want to see addressed.Atlantic Region: With respect to Québec Region, Ms. Warner is impressed with the number of meetings occurring between National Vice Presidents and the various business lines in the Region, and with the ADM. Crystal Warner thanked the ADMs for encouraging meetings. Ms. Warner acknowledged the effective open-door policy with the regional leadership. Ms. Warner feels that there needs to be recognition for the large amount of work performed by national vice presidents in preparing for such meetings and is looking for the employer's support in assisting them with their work-life balance. In the Ontario Region, Ms. Warner mentioned that this was the first time she heard of videoconferencing with local levels and finds this approach very productive and inclusive. She is looking forward to getting feedback from that. For the Western Region, Ms. Warner indicated that the Joint Learning Program was very well received by the union leadership. She mentioned that the Deputy Minister was invited to the CEIU’s national executive meeting and hopes to do the same for regional presidents’ conferences which take place annually and biannually. Invitations will be extended and Ms. Warner is hopeful that Mr. Graham will accept these to speak with regional presidents and to foster union-management discussions. **Action :** No action identified. |
| **3. Human Resources Initiatives**  |  |
| **3.1 HR-to-Pay (Phoenix) Update**(Standing Item) | **Discussion**Jennifer Hamilton provided an enterprise-wide and ESDC update on HR-to-Pay (Phoenix), and ESDC’s compensation Directorate services to employees. Ms. Hamilton noted that 75% of ESDC employees are still affected and that the Department has put the emphasis on ensuring that people receive their pay on payday. Employees are encouraged to take advantage of the emergency salary advances service as well as priority payment initiatives, which have given great results with the assistance of financial services. The POD initiative has taken on a centralized team of 50 compensation advisors (43 at the moment) dedicated to the Department and this has shown positive results so far. ESDC has also compensation advisors dedicated to pay transactions requiring a higher level of advisory services, such as retirements and resignations. Ms. Hamilton was happy to report that our organization was found to be the timeliest organization in HR pay processing. Members recognize that employees wish to better understand their pay information and therefore be able to flag issues quickly. To that end, Ms. Hamilton announced that an in-house training module on the subject is being put together and will be available in the Spring.In response to Dany Richard’s question as to whether a general Inquiry number for the issuance of T4s could be made available to employees, other than the CRA number, Ms. Hamilton stated that the Department is in the process of preparing a communication to employees regarding T4s and she will ensure that this is made available to union representatives. Ms. Hamilton confirmed that there is a dedicated team at the pay centre to respond to these questions. Ms. Warner indicated that it is CEIU’s position that the triage process should now be first in/first out and that they want older files to be dealt with. Ms. Hamilton responded that the Department is using a whole-employee/PRI approach based on triage (ie. urgent cases). The pay centre’s model is not from oldest to newest. Ms. Warner stated that some people have been waiting for years for resolution of their pay and that the inability to speak to someone in regions is the main issue affecting employees’ health and wellness. Ms. Warner hopes that the Department will consider bringing back compensation advisors in the regions. Ms. Hamilton responded that efforts are being made to adjust the service delivery model for advisors to be more responsive and dealing face-to-face with employees. Karen Brook mentioned that the cascade effect of employees transferring to other departments leads to queries as to where their cases are in the queue and have noted that employees who were formerly patient with the system are now showing signs of stress. Ms. Hamilton agreed that employees only have access to their status in the system but will see what can be done regarding Ms. Brook’s comment. Ms. Hamilton agreed that transfers are a challenge and that a working group is trying to find responses to these cases.  On the subject of timeliness of data input, Eddy Bourque mentioned that it was brought to his attention that alternate work arrangements (AWA) schedules are an issue given required inputs every six months. This creates anomalies in Phoenix which can lead to overpayments when there is overtime. Mr. Bourque believes that this is preventable and should be corrected. Luc Pomerleau asked whether ESDC has decided to implement tools to help employees, such as PayTalks that go to regions and obtain feedback from employees; or employees’ dashboard to obtain more information on their pay stub, and lastly an initiative on the priority payments where employees reimburse the employer without having to go through the pay system. Ms. Hamilton responded that the idea of PayTalks is interesting and will look into what can be done in this area. In terms of a dashboard, there are currently discussions with Pay Centres on how more comprehensive information on the evolution of files can be provided to employees. Ms. Hamilton also mentioned that the Department is involved in different working groups regarding the issuance of priority payments and their repayment. It is imperative to restore confidence in the priority payments to restore employee confidence in them and they are working actively in different ways to achieve this. Graham Flack shares the employees’ outrage in these issues not being resolved after three years but emphasized that some items are controlled by ESDC and some are not. In order to look at driving change faster, Mr. Flack has volunteered to join a Committee of Deputy Ministers on the subject. Among problems encountered are that Phoenix continues to generate problems, and that we are working with a contaminated pipeline, and that tools such as PeopleSoft are not the same in every department. Mr. Flack reported that officially the Department has no pay advisors and the acquisition of resources means less money going to other sectors but that we will keep investing in this area, as it is critical. Mr. Flack supports the education of personnel to better understand their pay stub. He stressed that the ‘Code red’ priority is when an employee receives no pay for some reason, including transfers. These issues need to be escalated quickly and the priority will be paying the employee. Mr. Flack promotes the use of best practices that other departments may be using, and encourages all members to provide feedback immediately to Jennifer Hamilton’s team and not to wait for formal meetings. **Action :**No action identified. |
| **4.0 Roundtable and Closing remarks** | **Discussion**Crystal Warner indicated that CEIU would appreciate more opportunities to meet with Service Canada outside of these meetings and hopes for opportunities to meet in a more informal capacity to further relations. Stan Buday thanked members, BDSB and Peter Littlefield for their participation and support in consultative meetings held last December. Mr. Buday also stated that he had the recent opportunity to speak with Minister Patty Hajdu at a Lobby day on the Hill and indicated that the support received in consultations was appreciated. Eddy Bourque thanked presenters and all members and hoped that all found today’s discussions informative and productive. Graham Flack joined him in this sentiment and felt that this a great start and looked forward to continuing the work.Eddy Bourque asked members to send future agenda items to the Secretariat and thanked organizers and translators for their work.There being no further business, meeting was adjourned. |