**Minutes**

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

**Meeting held on May 27, 2013**

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| In Attendance |
| **CO-CHAIRS** |
| Ian Shugart - CHAIR (HRSDC) | Don Rogers - CO-CHAIR (CEIU)  |
| **MANAGEMENT REPRESENTATIVES** | **UNION REPRESENTATIVES** |
| Karen Jackson (Assoc. DM – HRSDC) | Steve McCuaig (CEIU) |
| Ron Parker (Assoc. DM - HRSDC) | Stan Buday (PIPSC) |
| Peter Larose (ADM-HRSB) | Doug Marshall (UNE) |
| Mary O’Neill for Carolina Giliberti (Service Canada) | Randy Anderson (ACFO) (Teleconference) |
| Allen Sutherland (Learning) | Mark Kohli (PIPSC) (Teleconference) |
| Peter Simeoni (CSB) | Richard Ballance (Teleconference) |
| Monica Bertrand for Frank Vermaeten (SEB) | Nicolas Brunette D’Souza (ACFO) |
| Paul Thompson (PPSB) |  |
| Louis Beauséjour (ISB) |  |
| David McGovern (SPRB) |  |
| Lorne Sundby for Charles Nixon (IITB) |  |
| Shelley Dooher for Joanne Lamothe (POB) |  |
| Alain P. Séguin (CFO-CFOB) |  |
| Annik Wilson for Kin Choi (Labour) |  |
| Sandra Webber (HRSB) |  |
| Cathy McLaughlin (HRSB) |  |
| **PRESENTER** |
| Bonnie St-Julien, Executive Director, PPSB |
| **REGRETS** |
| Hélène Gosselin (DM - Labour) | Gail Myles (UNE) |
| Charles Nixon (IITB) | Grant Boland (ACFO) |
| James Gilbert (PASRB) | Lionel Saurette (CAPE) |
| Kin Choi (Labour) | Luc Pomerleau (CEIU) |
| Carolina Giliberti (Service Canada) |  |
| Joanne Lamothe (POB) |  |
| Marie-Geneviève Mounier (ADM – Labour) |  |
| Frank Vermaeten (SEB) |  |
| **UMCC SECRETARIAT** |
| Julie Bélisle |
| Sabrina Evans |

| **ITEM** | **SUBJECT** | **ACTION / DECISION** |
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| **1.** | **OPENING REMARKs, approvals and follow-ups**  *(Don Rogers)* |  |
|  | Ian Shugart and Don Rogers welcomed members to the meeting. **Approval of the Agenda**The agenda was approved. **Minutes of Previous Meeting**The minutes of the December 17, 2012 meeting were approved without change.**Follow-Ups**There are no outstanding follow-ups at this time. |  |
| **2.** | **UPDATE – BUDGET 2013** *(David McGovern)* |  |
|  | David McGovern provided an overview of the one page placemat distributed to all members. Budget 2013 was tabled two months ago and the main focus is on connecting Canadians with available jobs and supporting families, communities and small businesses.Don Rogers asked how the budget would affect staffing. Deputy Shugart responded that additional money is to support existing programs directed to Canadians. There will be very little impact on the workforce or workload.  |  |
| **3.** | **PASSPORT CANADA UPDATE** *(Peter Simeoni)* |  |
|  | Peter Simeoni provided an overview of Passport Canada and how Service Canada is progressing with the transfer of the employees and passport operations within the Department. Effective July 2, 2013, the 34 passport offices, print centers, call centers and consular offices will be transferred under the authority of HRSDC. The security, policy and e-services of Passport Canada will be managed by Citizenship and Immigration Canada (CIC). Ongoing conversations are occurring and HRSDC, in collaboration with CIC, as they lead the Program, will inform and consult with unions as this initiative unfolds. We anticipate that 5.1 to 5.2 million passports will be issued in the coming years. New fees for 5 and 10 year passports will be introduced. The number of passports is expected to reduce in 5-6 years with the introduction of the 10 year option. Service standards are very good and the Service Canada network will further enhance accessibility. HRSDC is engaged with CIC in discussions regarding the modernization plan which also involves system enhancements. Doug Marshall said that there are currently job postings at CIC for which employees of Passport can apply. He asked whether this will be the same for HRSDC. Peter Simeoni said that he will look into this and report back to the committee.Steve McCuaig asked whether the processing of passports would be done at HRSDC. Peter Simeoni confirmed that it will in fact be done at HRSDC. The Deputy Minister of CIC has the authority to grant passports and HRSDC is mandated to confirm its eligibility. Karen Jackson added that our focus is to improve services and accessibility for Canadians. | **Peter Simeoni to report back to committee.****Completed** |
| **4.** | **ENABLING A HIGHER PERFORMING ORGANIZATION** *(Lorne Sundby)* |  |
|  | Lorne Sundby explained that as the Department moves forward with initiatives designed to create a high performing organization and workforce, changing the way the department does its business is a critical component. In fiscal year 2012-2013, HRSDC employees were equipped with more modern tools and technologies that allow for greater effectiveness, collaboration and efficiency in delivering on their work priorities, including: Desktop/Equipment Improvements, Collaboration/Communications Improvements and Time-saving Improvements. By March 31, 2014, many areas of the Department will see additional improvements. In particular, all employees will be provided with a new telephone number and will be using voice over internet protocol (VoIP). He added that within 1 year, all employees will have a home page similar to “Facebook”. Change is challenging and does require training. Self-directed training will be available. Don Rogers said that it is important that employees are given the time required to do the training and that this direction needs to be provided to local management. Steve McCuaig said that although “Lync” is a great internal communication tool to have, some managers use it as a way to monitor their staff. He also asked whether the Department is taking proactive measures to educate employees to prevent them from inappropriate use, as access to Facebook is now authorized during work hours. Deputy Shugart said that social media must be used diligently; employees must keep in mind that they are representing the organization. The Code of Conduct, Values and Ethics applies to all staff at all levels. Peter Larose added that Information Management and Values & Ethics mandatory information sessions are rolling out across the Department and an on-line social media hand-book is available. Lorne Sundby explained Shared Services Canada (SSC) adopted the “Cut the Cord” initiative which removes all land lines to be replaced by blackberries or cellular telephones. As HRSDC’s land lines are connected to the network, we chose to move forward to VoIP. Lync software is currently installed on 22,000 desktops at HRSDC. It is an instant chat that reads an employee’s calendar in order to update their status (i.e: busy, in a meeting, away). He confirmed that this tool is not intended to be used as a way to monitor employees. He asked that if there are any reported cases that they be directed to him and he will educate the managers on the proper use of the tool. Steve McCuaig asked whether employees will be getting Blackberrys. Lorne Sundby said that only employees who currently use this telecommunication service will.  |  |
| **5.** | **NATIONAL PERFORMANCE MANAGEMENT TOOL** *(Paul Thompson)* |  |
|  | Paul Thompson noted that Service Canada is committed to being a high performing organization and its performance management strategy fosters a culture that encourages high performance and collaboration. The National Performance Management Tool (NPMT), based on a model developed by the Quebec region, supports managers to operationalize the department’s performance management strategy by providing meaningful fact-based comparisons and improved business intelligence on the entire EI processing network. The NPMT monitors the performance of the EI processing network in a number of ways. It tracks the volume of Work Items (WIs) completed by issue type and the level of complexity and when used in tandem with existing quality measures, it provides a holistic view of the networks’ overall performance.The NPMT introduces a consistent way of measuring performance and ensures that the commitment to provide quality services to Canadians is met. The benefits of the NPMT includes: * Meaningful performance discussions based on factual comparative information;
* Identification of the strengths of individuals, teams, processing centres and regions to better align skills with the workload;
* Detection of best practices in order to improve processes, procedures and efficiencies across the EI processing network;
* A better understanding of complexities within different types of work and more tailored training;
* Validation of the Resource Determination Model based on actual experience; and
* The NPMT is a tool that gathers detailed weekly results of work items completed, by level of complexity for each employee in EI processing across Canada. It factors in the average time required to process each work item and captures the actual time spent processing the work items as reported each week by team leaders. The net time is then compared to the total expected processing time as defined by the results of the “Time and Motion” study completed in 2011.

Regional Senior Executives have endorsed the tool and support implementation of the NPMT. In addition to union consultation at the National level, Regional management will be engaging local unions in advance of the full implementation of the tool. An overview of the tool will be provided to all regional management prior to the full implementation. Don Rogers said that he expects that there will be resistance in the workplace due to the fact that some feel that it will be used to terminate poor performers. Paul Thompson said that the purpose of this tool is to strengthen collective performance. Deputy Shugart added that he can appreciate these concerns and sensitivity should be used when launching an initiative like this.Steve McCuaig asked if this only refers to EI. Paul Thompson confirmed that this tool is specific to EI however enhanced measurement of performance will be expanded to other programs.Questions were raised around the privacy of results and whether employees will be pointed out by name. Bonnie St-Julien, Executive Director, confirmed that the results will not be shared. Paul Thompson said that the point of this tool is to continuously improve performance. Doug Marshall asked whether this information could be used as a discipline issue. Paul Thompson confirmed that it is not meant to be used as a disciplinary tool. |  |
| **6.** | **ROUND TABLE, CLOSING REMARKS AND NEXT MEETING** |  |
|  | Paul Thompson informed committee members that he and Don Rogers have agreed to a schedule to touch base periodically to discuss emergent Call Centre issues.The next NLMCC meetings are tentatively booked for October 29, 2013 and February 18, 2014.Meeting was adjourned at 15:45. |  |