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| Date: | June 10, 2019 | Venue: | Events and Conference Management Centre, Pontiac Room, Portage IV, Gatineau QC |
| Co-Chairs: | Jacques Perrin in replacement  of Crystal Warner  Mary-Ann Triggs in replacement of  Gail Johnson | Time: | 1:00 pm to 3:00 pm |
| Secretariat: Union-Management Consultation Committee (UMCC) Secretariat | | | |

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| ESDC Participants | **Union Participants** |
| **Mary Ann Triggs** **on behalf of** **Gail Johnson** Assistant Deputy Minister, Human Resources Services Branch  **Gary Robertson,** Assistant Deputy Minister, Compliance, Operations and Program Development, Labour Program  **Benoit Long,** Senior Assistant Deputy Minister, Transformation and Integrated Service Management Branch  **Nisa Tummon on behalf of Cliff Groen,** Assistant Deputy Minister, Benefits Delivery Services Branch  **Mélanie Vardy on behalf of Peter Simeoni,** Assistant Deputy Minister, Citizen Service Branch, Service Canada  **Isabelle Côté on behalf of Elise Boisjoli,** Assistant Deputy Minister, Integrity Services Branch Service Canada  **Gerard Baetens** **on behalf of Peter Littlefield,** Chief Information Officer, Innovation, Information and Technology Branch  **Claire Caloren,** Assistant Deputy Minister, Québec Region, Service Canada  **Benson Gorber** **on behalf of Mark Perlman,** Chief Financial Officer, Chief Financial Officer Branch  **Ann Mousseau on behalf of Benoit Long,** Senior Assistant Deputy Minister, Transformation and Integrated Service Management Branch | **Jacques Perrin** **on behalf of** **Crystal Warner,** National Executive Vice-President, 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  **Eddy Bourque,** National President, Canada Employment and Immigration Union, Public Service Alliance of Canada  **Lynda MacLellan,** National Vice-President For Women, Canada Employment and Immigration Union, Public Service Alliance of Canada  **Karen Brook** Labour Relations Officer, Canadian Association Professional Employees  **Dany Richard**, President and Chair of the Board of Directors, Association of Canadian Financial Officers  **Dean Corda,** Vice-President, National Consultation Team for ESDC, Professional Institute of the Public Service of Canada  **Rose Touhey,** Assistant Regional Vice President, Outside Canada, Union of National Employees, Public Service Alliance of Canada  **Luc Pomerleau,** National Resources Officer, Canada Employment and Immigration Union, Public Service Alliance of Canada  **Jim McDonald,** Labour Relations Officer, Union of National Employees - Public Service Alliance of Canada  **Nicolas Brunette-D’Souza,** Labour Relations Advisor, Association of Canadian Financial Officers  **Yvonne Snaddon,** Alternate contact of the National Consultation Team for ESDC, Professional Institute of the Public Service of Canada |
| HR participants | Guests |
| **Danièle Besner,** Director General, Workplace Management Directorate, Human Resources Services Branch  **Marie-Claude Pelletier,** Director General, College@ESDC, Human Resources Services Branch  **Vicki Cunliffe,** Director General, Workforce Management Directorate, Human Resources Services Branch  **Susan Smith** **on behalf of** **Marie-Flore Baptiste,** Director General, Strategic Directions, and Management Services, Human Resources Services Branch  **Guy Cyr,** Director, Labour Relations, Workplace Management Directorate, Human Resources Services Branch | **Jennifer Hamilton**, Executive Director, Compensation Directorate, Human Resources Services Branch  **Véronique Tremblay**, Director, Harassment Centre of Expertise, Workplace Management Directorate, Human Resources Services Branch  **Dominic Gonthier,** Director, Strategic Learning Services, College@ESDC, Human Resources Services Branch  **Todd Burke,** Director, Corporate Workforce Strategies, Workforce Management Directorate, Human Resources Services Branch  **Kimberly Tondino Gauthier**, Acting Manager, Client Services, Corporate Workforce Strategies, Workforce Management Directorate, Human Resources Services Branch  **Earl Hoeg,** Executive Director, National Real Property Management, Chief Financial Officer Branch  **Duncan Keith,** Manager, Workplace Solutions, Chief Financial Officer Branch,  **Reginald Parsons,** Co-president of the Circle of Indigenous Employees, ESDC |
| UMCC Secretariat | |
| **Kathleen Tremblay,** Manager, Labour Relations, Workplace Management Directorate, Human Resources Services Branch  **Stéphanie Renaud,** Project Coordinator, National Union-Management Consultation Committees, Labour relations, Workplace Management Directorate, Human Resources Services Branch  **Mireille Mc Nally,** Recording Secretary, National Union-Management Consultation Committees, Labour relations, Workplace Management Directorate, Human Resources Services Branch | |

| **Agenda Item** | **Discussion and Action Items** |
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| Opening Remarks and Approvals | |
| * 1. **Opening remarks** | **Discussion**  Jacques Perrin opened the meeting and welcomed members. Mary Ann Triggs welcomed committee members and guests. Mr. Perrin inquired if in the future, the Secretariat could arrange for members to get two distinct binders, one English one French, for ease of reference.  **Action**  The Secretariat will provide different language binders/electronic binders in the future. |
| * 1. **Approval of Record of Discussions and Decisions of the March 18, 2019 meeting** | **Discussion**  The Record of Discussions and Decisions from the meeting of March 18, 2019, was approved as submitted.  **Action**  No action identified. |
| * 1. **Status of Outstanding Action Items of the March 18, 2019 meeting** | **Discussion**  Any outstanding items identified at the March 18, 2019, meeting are considered completed.  **Action**  No action identified. |
| Updates | |
| * 1. **Update on the Diversity and Employment Equity (EE) Action Plan**   **(Standing Item)** | **Discussion**  Todd Burke and Kimberly Tondino Gauthier presented updated data on diversity and inclusion based on the 2011 labour market availability (LMA). The presentation contains some erroneous information/miscalculations and a revised version will be provided to Kathleen Tremblay for transmission to participants.  Women’s representation  Ms. Tondino Gauthier provided data for women’s representation in key areas. The Human Resources Services Branch (HRSB) assisted in the launch of an EC continuous inventory to address the gap. This is leveraged by using EE as an organizational need in the selection process.  Visible minorities (VM)  Ms. Tondino Gauthier said that they are aiming for targeted recruitment campaigns in order to addressthe gap.  Indigenous Group  Ms. Tondino Gauthier advised that the largest gap was at the EX level. A recent EX process was launched and closed with nearly 200 applicants.  Persons with Disabilities (PWD)  The Public Service (PS) has committed to hire 5 000 individuals with disabilities within the next 5 years. ESDC has done some outreach and targeted job matching recruitment with organizations like United Way and Live-Work-Play, EARN. Mr. Burke mentioned that they have been involved with the Public Service Commission (PSC) on some targeted recruitment. They are looking at hiring approximately 125 individuals in the next two years to participate in a two-year term internship program where managers will have the flexibility after one year to appoint these individuals without a selection process. This will hopefully increase representation within the workforce for PWD.  Other initiatives  Ms. Tondino Gauthier reported on a successful campaign held last Fall aiming at raising awareness and encouraging employees to self-identify. This resulted in the identification of 5 000 PWD. A national network was launched last Fall and the executive committee will be chosen by election process.  Ms. Tondino Gauthier announced that the Department is working on the development of a guide to support transgender employees and their managers. Committees are working on this large endeavour and their work should be done by end of next FY.  Mr. Burke stated that some of the next steps for Q1 and Q2 in 2019-20 will be the EE dashboards which will be available for all ESDC employees to see. An accessibility strategy is being developed with the PSC and OCHRO, with the coming into force of Bill C-81 ‘*An Act to ensure a barrier-free Canada’.* In that regard, there are quite a few initiatives that HRSB is involved in as far as targeted recruitment and outreach to organizations. Outreach to National Indigenous Organizations and an interchange with the National Women’s Association of Canada will help obtain the Indigenous perspective and lens on our policies, processes and job poster terminology to eliminate any potential systemic barrier. Plain language is needed in the elaboration of posters to recruit from the desired communities.  Jacques Perrin asked if the presenters are confident that the organizations reached out to, are the correct ones to capture the whole community challenges. Mr. Burke replied that an interchange agreement was concluded with one of the organizations and same will happen with three others in an effort to seek their input and perspective on our policies and procedures. His team will work with the 84 Indigenous Skills and Employment Training (ISET) organizations when they do job matching, and will seek First Nations, Inuit and Métis organizations perspectives as well.  In reference to LGBT2Q+, Sebastian Rodrigues referred to an email he sent to Mr. Burke in March where he asked if the community for the Ontario Region had identified a diversity champion. Mr. Burke will obtain details and respond to Mr. Rodrigues’ question offline to make sure that his request is answered properly. Mr. Perrin suggested sharing the answer with this group.  Mr. Rodrigues asked how and when the visible minority (VM) targeted recruitment was initiated, and if tracking was maintained for transparency purposes. Mr. Burke mentioned that they are looking at September/October for the Nurses (NU) group. Some regions have already done targeted recruitment of the NUs, but at this point lessons learned are being analyzed and, in spite of the percentage decreasing by 50%, there is still a lot more work to do.  Mr. Perrin asked whether diversity/PWD recruitment assistance programs cover veterans as well or are they separate processes? Mr. Burke responded that veteran efforts are not mixed with the diversity groups. ESDC recently held a veteran’s recruitment event in Ottawa where Armed Forces, Veterans Affairs, PSC and Department of National Defence (DND) were invited. Fifty out of 200 invited veterans attended, 28 managers participated, numerous job offers were made and kept track of.  Mr. Burke mentioned that this year’s campaign for student recruitment has paid dividends. ESDC has already increased its student recruitment by 5 times from last year, and anticipates even more being hired in the very near future.  Mr. Rodrigues, with reference to 60% of PWD eligible for retirement asked if there was a plan of action for in this area of recruitment/retention. Mr. Burke agreed and noted that the number is now 40%, and that is the reason why they share not only the targeted recruitment for students but also for Indigenous students, and students with disabilities to ensure these numbers increase. Targeted recruitment will continue along with the partnerships with various organizations previously noted to bring PWD’s into the workforce.  Mr. Perrin reiterated a concern by Mr. Rodrigues regarding a deaf and mute employee who reported that online training is not presented in easy-to-understand language and that it might be helpful to include closed captions or using an interpreter in workshops. Mr. Burke thanked the union for sharing these valid points which will be brought to the College’s attention.  Regarding the PWD internships, Rose Touhey asked whether the 125 recruited would solely be students or another form of recruitment. Mr. Burke stated that this recruitment was part of a public service pilot project, in line with the Government’s goal of hiring 5 000 persons over the next five years. It is separate from the usual student recruitment. He further confirmed that they would be paid at regular rates and be employed at various occupational groups and levels. Also, in response to Eddy Bourque’s concerns, Mr. Burke indicated that the PWD self-identification showed different position tenures. As union members would like a breakdown of tenures, Mr. Burke will verify with the Privacy Group if this information can be provided.  **Actions**   1. Presentation updated to be provided to Kathleen Tremblay for sharing with committee members. 2. Response on LGBT2Q+ Questions-Diversity champion in Ontario. 3. Concerns for deaf-mute training/workshops to be brought to College’s attention. 4. After verification with Privacy Group, a breakdown of tenure situation for self-identified persons to be provided. |
| * 1. **HR-to-Pay (Phoenix) Update**   **(Standing Item)** | **Discussion**  Jacques Perrin wished to convey his appreciation for the support received this far. He reiterated a concern previously shared that when a union brings up a matter, it is because they are out of options to help one of their members and asked that communication doors remain open to discuss such matters.  Jennifer Hamilton noted that incremental improvements in pay were seen over the past months, and while 69% of employees still affected by Phoenix is a sizeable number, it is declining. ESDC has been developing a compensation services directorate which has been growing as a team, focusing on the mandate of supporting ESDC employees and supporting colleagues at PSPC who are the primary service provider of pay. ESDC now processes pay again for retirements, resignations, leave without pay and return from leave. Ms. Hamilton’s team has focused on how to better support employees who have issues with their pay. To that end, in response to the No. 1 question raised by staff, a new tool to demystify paystubs was created within ESDC and is going live this week. In response to Lynda McLellan’s and Sebastian Rodrigues’ questions, Ms. Hamilton responded that the training takes about 30 minutes and that they worked closely with the College to ensure it met accommodation standards for the training to be open to persons with disabilities. Ms. Hamilton added that she will gladly arrange for a demonstration for non-ESDC personnel if requested and welcomes any feedback.  Lastly, Ms. Hamilton emphasized that management and employees are encouraged to submit information to HRSB through Phoenix in a timely and accurate way. The past few years have shown that Phoenix works better when it receives information in a timely and accurate way.  In response to Jim McDonald’s inquiry as to whether the paystub training can be performed on company time, Ms. Hamilton advised that she would get back to the committee.  Dany Richard stated that he appreciated the training efforts but expressed his opinion that the paystub could also be made to be more understandable. Thought could be given by PSPC to simplifying the paystub. Ms. Hamilton stated that some work in that respect was done in creating a new paystub format similar to the pre-Phoenix format.  Eddy Bourque asked if ESDC tracks how much time employees devote to trying to resolve their pay issues. He understands that persons in call centres are being told to wait to do this on lunch and break time which is not right. This has an impact on productivity and Mr. Bourque believes there should be a code to exempt that time. Ms. Hamilton said they were not tracking this information at this time.  **Action**  Follow up for official advice if paystub training can be performed office hours/own time. |
| * 1. **Harassement**   **(Standing Item)** | **Discussion**  Véronique Tremblay, provided an update on the Harassment Centre of Expertise (CoE) activities and expanded on the prevention and restoration pillars.  On the subject of prevention, Ms. Tremblay explained the statistics that when compared to 2016-17, only show 22% of complaints met the harassment definition whereas 60% meet the definition in 2018-19 showing a better understanding of definitions.  As part of the prevention campaign, a supporting video with the four Deputy Ministers (DM) was developed encouraging employees to take action whether as a victim or witness to a situation. To reach a maximum amount of people, this video message as well as details on what to do if one experiences, witnesses or has to manage harassment in the workplace, will be available on everyone’s opening screen in the coming weeks.  A survey took place from May 8-24 and 5,519 responses were received. The team are analysing the trends and information and Ms. Tremblay will come back to this table to share the results.  Four podcasts on ‘Real Stories’ will soon be launched on such topics as: sexual harassment, employee to employee harassment, psychological harassment from employee to manager and vice-versa.  In terms of restoration, the program’s approach is to develop customized actions plans to help restore the workplace, which may include mediation, in an effort to foster and rebuild cohesion within the group.  Jacques Perrin thanked Ms. Tremblay and noted that it is disconcerting that sexual harassment is still number 1 in terms of harassment in the workplace, especially in light of recent awareness through media.  Referring to flowcharts, Mr. Perrin noted that unions are listed at the bottom as a resource but that employees’ first instinct is to ask them to intervene. Mr. Perrin feels that the unions should be better recognized on the chart as they are part of the solution. Ms. Tremblay agreed that unions’ assistance is important and brought members’ attention to the second box on the flowchart where their services are described. Nevertheless, Mr. Perrin would like to see unions clearly identified on the flowchart and asked whether the CoE actually refers employees to union representatives. Ms. Tremblay confirmed that they do provide the information about what possibilities and support are available to employees and assured that the role of unions is integrated as part of their discussion.  In response to Mr. Perrin’s question about a mechanism to separate parties when required, Ms. Tremblay responded that the CoE quickly reviews the seriousness of each case and will intervene rapidly to separate parties when required. Ms. Tremblay confirmed that management is compelled to refer complaints to the CoE, with Danièle Besner as the delegated official to implement the program.  In response to Eddy Bourque’s question regarding whether the 2016 (22%) vs 2018-19 (60%) statistics were based on the same amount of complaints, Ms. Tremblay responded that the numbers are different but that the ratios are comparable.  Mr. Bourque mentioned that managers are taking action to proactively resolve less serious issues in the earliest stages of conflict and asked if data exists to that effect. Ms. Tremblay mentioned that there was no data specific to that end but it is an indicator that is factored in the increase of complaints meeting the definition of harassment. In the awareness training sessions, there is a message about the importance of taking action in the early stages of a conflict in the workplace. They are working towards changing the culture and harassment is to be taken seriously at the very beginning. Ms. Besner stated that they are trying to apply the restoration process earlier, not necessarily waiting for resolution, which helps as well.  In response to Mr. Perrin’s question on investigators, Ms. Tremblay confirmed that Public Services and Procurement Canada’s (PSPC) list of qualified investigators is used on a rotational basis. Ms. Besner confirmed that the Integrity Branch investigators were not used for harassment investigations. Timelines are negotiated with investigators at the beginning of the contract but there can be difficulties in meeting the timelines as some elements can be out of their control, ex.: an employee going on extended sick leave.  Rose Touhey added to Mr. Bourque’s comment on the increased percentage and is concerned about putting a positive flair on the percentage as an assumption, but that 60% of harassment complaints is still upsetting.  **Action**  Survey from May 8-24 to be analyzed and results presented to Committee. |
| Items Proposed for Discussion | |
| * 1. **Indigenous Awareness**   **Training** | **Discussion**  Marie Claude Pelletier provided the background to this topic which is part of the Government of Canada’s priority to support reconciliation by implementing the Truth and Reconciliation Commission’s recommendation No. 57. ESDC launched a three-year Indigenous Peoples Awareness Learning Plan and Ms. Pelletier spoke of the path taken by the Department since 2017 in terms of Indigenous Training Awareness.  Reginald Parsons indicated that key partnerships along with appropriate governance were established with the Indigenous Coordination and Engagement Division which was established in February 2017 to serve as a focal point for ESDC’s efforts to prioritize reconciliation with Indigenous Peoples and promote their self-determination. As per the presentation, Mr. Parsons described the Indigenous organizations and networks and their roles.  Mr. Parsons stated that to meet the objective of training all employees, the level of awareness of each employee must be taken into account, in discussion with the manager who must encourage learning opportunities and activities. In 2017-18 and for the two subsequent years, each employee is to have a learning activity in relation to Indigenous awareness. Formal and informal training is being encouraged, reading books or watching films, as well as classroom learning.  Ms. Pelletier mentioned that in 2017-18, 68% of employees had completed Indigenous Awareness Training. In 2018-19, these statistics went up to 74%. It is believed that these numbers are higher as there is a fair amount of informal training which does not necessarily make it into the system. To that end, the College has created new functionality into SABA in order to better capture data in the future. Ms. Pelletier added that an annual calendar of activities, both national and regional, will be prepared.  Sebastian Rodrigues and Jacques Perrin asked about the time frame being observed for employees’ training and Ms. Pelletier explained that the data for each fiscal year required one pre-determined activity co-signed by employee and manager in the cycle. Starting now, new employees will have a year to complete training to avoid employees having to meet training requirements within a short time. Mr. Perrin stated the unions agree that the training be promoted on an ongoing basis throughout the year.  Lynda MacLellan stated that call centres/Service Canada centres may not have been given adequate time for meaningful training, citing a March 2018 Ontario Call Centre meeting where the learning consisted of reading a 35-page print-out of Indigenous Awareness courses. Dozens of links were included but could not be looked at. At the end of the 35-page document were instructions on how to add the training to SABA. On a good note, Ms. MacLellan stated that she heard from Western Region members that they thought the training was well done.  **Action**  No action identified. |
| **3.2 ESDC Workplace Modernization** | **Discussion:**  Benson Gorber introduced Earl Hoeg who presented the future ESDC workplace modernization initiative. Their teams have worked on the modernization efforts with IT, HRSB and Security to focus on what works best for the employee.  The ESDC workplace will focus on unleashing employees’ potential. Lessons were learned from Workplace 2.0 in how to work in an integrated way.  The Activity Based Workplace (ABW) focus is allowing employees to untether from the fix point so that they can choose the optimal setting they require based on the task they have to do on that day. Employees will have a variety of choices for different options: focus pods, collaborative spaces equipped with sound masking and separating from other zones to favor concentration; project rooms equipped with technology enabling the import of ideas across functions and geography. Instead of 40% of ESDC space sitting vacant on a given day, investments are being leveraged and people are empowered with trust, technology and the right work environment to deliver their best for Canadians.  Mr. Hoeg further explained that a number of pathfinder projects are underway and consultation has been happening on a limited basis with the groups that are being engaged and his teams have been managing the change with them. He mentioned that senior management support is sought to be ambassadors for the change, and that funding is also being sought to ensure that the IT investments can align with the real property investments required.  Mr. Hoeg indicated that slide 22 provided an outline of locations that are potential for pathfinder projects and eventual ABW projects. Specifically, 18-20 locations over the next 3 years, resulting in about 3 000 work points being modernized. This represents about 10% or a bit less of existing overall space, with about 5% being modernized every year.  The unions also asked how the different parts of the organization will be prioritized and Mr. Hoeg responded that the work is currently concentrating on general office space, followed by service delivery space in Service Canada, and then by the Client Contact Processing centres.  Dean Corda asked whether the Department has conducted or plans to conduct design studies for ABW. Mr. Hoeg responded that they have to do analyse for every implementation, ex.: 405 Terminal Road in Ottawa, where they are trying to find ways and test them in that space to make it more accessible than what the National Building Code requires.  Jacques Perrin asked how the project ties with the recent announcement that five new buildings would be opened in the NCR. Mr. Hoeg responded that this is about the GC co-working hubs designed by PSPC as a limited pilot. It is the vision where PSPC wants to go and ESDC has been working with them on this concept of GC co-working for a while.  Mr. Perrin asked how employees having specific limitations will be addressed (lighting, specific seating, mouse pads, logistics). Mr. Hoeg indicated that the duty to accommodate will always be respected in all situations as an overriding principle. Employees will be able to go to the types of spaces that will respond best to the way they work. The idea with ABW is to provide a greater variety of choices so that any special consideration can be met.  Mr. Perrin and Yvonne Snaddon stated that studies released from industry and the universities have identified issues around reduction in productivity and increase in sick leave. Will the Department keep statistics in these areas? Mr. Hoeg stated that they have been looking at what might have gone wrong in those implementations and so has PSPC. He agreed that this might be something they could look at more closely. The implementation of the GC Workplace design guide accounts for that and deals with most identified issues.  Ms. Snaddon asked what can be done for people who are creatures of habit and tend to come in everyday to the same space and find that it might not be available to them. Mr. Hoeg stated that this is in early days but, in terms of the pilot projects, employees are saying that this is the most productive they have been and don’t wish to go back to anything else. Some people acknowledge they are creatures of habit, but that hasn’t been an issue yet.  Dany Richard appreciated the information in the presentation deck. If done well, he believes it will work for their members at CFO. To lose a personal spot you made your own with family pictures is acceptable when you recognize the fact that you can work from anywhere, remotely and in various offices, and that telework is encouraged. Mr. Richard believes that measures will need to be adapted for those members who don’t want it and proposed that they are given six months to adapt and then re-open discussions. The easiest way to get people on board is to show them the space, according to Mr. Richard. Mr. Hoeg agreed that this is the plan and mentioned that tours will take place in May/June/July for the newly renovated 3rd Floor at Les Terrasses to start.  **Action**  No action identified. |
| **3.3 ESDC Code of Conduct** | **Discussion**  Jacques Perrin mentioned that some employees are not allowed to learn about the Departmental Code of Conduct during working hours. Danièle Besner stated that this will be investigated and that she will report back to the unions.  **Action:**  HR to investigate time to learn about the Code and Conduct. |
| Roundtable and Closing remarks | |
| **4. Round Table and Closing remarks**  **4.1 Round Table**  **4.2 Closing Remarks** | **Discussion**  Eddy Bourque asked if letters on Essential Services agreements were sent out as some members in WT Region said they had not received them. Guy Cyr responded that no letters had been issued anywhere in ESDC.  Regarding telework agreements, Jacques Perrin asked how do you bridge where a particular group/branch would want to implement their own telework policy. Mr. Cyr mentioned that they were made aware of this last week as Internal Audit performed a verification of the Telework Directive and they found that a one branch had developed its own documents in relation to telework. Mr. Cyr will verify and find out what occurred but confirmed that the Departmental Directive is what applies to everybody.  Mr. Perrin thanked the presenters and their teams for the work being done for regional personnel and also thanked the Secretariat.  There being no further business, the meeting adjourned at 15h00. |