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| Date: | December 3, 2019 | Venue: | Hawthorne Room, 11th Floor, Portage II, Gatineau QC |
| Chairs: | Andrew Shaver  Mary Donaghy **on behalf of Gary Robertson** | Time: | 9:00 to 11:45 |
| Secretariat: Union-Management Consultation Committee (UMCC) Secretariat | | | |

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| ESDC Participants | **Union Participants** |
| **Mary Donaghy on behalf of Gary Robertson,** Assistant Deputy Minister, Compliance, Operations and Program Development, Labour Program  **Lyne Bourget,** Director General, Strategic Integration and Governance, Labour Program | **Andrew Shaver,** National Executive Vice-President, Union of National Employees, Public Service Alliance of Canada  **Luc Provost,** President, Local 10259, Union of National Employees, Public Service Alliance of Canada  **Dawn MacPhee,** President, Local 39261, Union of National Employees, Public Service Alliance Canada  **Karen Brook,** Labour Relations Officer, Canadian Association Professional Employees – Present via Teleconference |
| HR Participants | Guests |
| **Guy Cyr**, Director, Labour Relations, Workplace Management Directorate, Human Resources Services Branch  **Stéphanie Tinkler**, Manager, Labour Relations, Workplace Management Directorate, Human Resources Services Branch | **Brenda Baxter,** Director General, Workplace Directorate, Labour Program  **Jennifer Hamilton,** Executive Director, Compensation Directorate, Human Resources Services Branch  **Crista Carrière,** Interim Director, Corporate Compensation, Human Resources Services Branch  **Judith Buchanan**, Senior Director, Federal Programs Directorate, Compliance, Operations and Program Development  **Véronique Tremblay,** Director, Harassment Centre of Expertise, Workplace Management Directorate, Human Resources Services Branch  **Riaz Kara,** Director, Change Leadership and Coordination, Labour Program |
| UMCC Secretariat | |
| **Kathleen Tremblay,** Manager, Labour Relations, Workplace Management Directorate, Human Resources Services Branch  **Jennifer Leblanc,** Project Coordinator, National Union-Management Consultation Committees, Labour relations, Human Resources Services Branch  **Mireille Mc Nally,** Recording Secretary, National Union-Management Consultation Committees, Labour relations, Human Resources Services Branch | |

| **Agenda Item** | **Discussion and Action Items** |
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| Opening Remarks and Approvals | |
| * 1. **Opening Remarks** | **Discussion**  Andrew Shaver welcomed attendees and invited them to participate in the official language of their choice. Housekeeping rules were provided for simultaneous translation. Mary Donaghy mentioned that she was replacing Gary Robertson who sent his regrets and wishes for good exchanges and dialogue at this table.  **Action**  None |
| * 1. **Approval of the Record of Discussions and Decisions (RoDD) of the June 17, 2019, meeting** | **Discussion**  The Record of Discussions and Decisions was approved as submitted. Luc Provost mentioned that some RoDDs were missing and asked to receive the latest Committee membership list.  **Action**  Kathleen Tremblay will provide Mr. Provost with the missing RoDDs and membership list. |
| * 1. **Status of Outstanding Action Items of the June 17, 2019, meeting** | **Discussion**  Five of the six outstanding items were resolved and the last one is pending until the next meeting.  **Action**  One outstanding item to be resolved at next meeting. |
| Business Items | |
| * 1. **Business Transformation (Standing Item)** | **Discussion**  Brenda Baxter provided an updated one-pager (OPs) outlining the changes that are currently underway with the Labour Program (LP).  Harassment and Violence Prevention: Updates of the regulations that were published in the Canada Gazette (CG) in April. Comments were received and Ms. Baxter’s team has been working with stakeholders in developing interpretation documents and tools to assist employers in preparation for implementation. They have worked at developing modules for operational documents. OPs used to be the norm but modules make more sense as one module can cross several aspects of regulations. The training modules on Harassment and Violence Prevention are well in hand and were done in partnership with the regional operations. The objective is for them to be ready a month or two in advance of regulations.  Interns: Regulations were pre-published on June 8, 2019, and the team has received minor comments from the public and looking at publishing in the CG. Work is underway to update the regulations and to develop modules with the same approach and collaboration. The timing of the training for Officers will depend on the coming into force of the regulations. Ideally, Ms. Baxter says that there will be two dates, May and September 2020.  Compliance and Enforcement Changes: To enable the addition of monetary penalties in the compliance continuum in Parts II and III of the Canada Labour Code (CLC), regulations were drafted and published in the CG on August 29, 2020, seeking comments. Comments were received and Ms. Baxter’s team is going through them to look at changes to be addressed in the final regulations. Work is underway to develop a OP with the regions, which is still in the early stages. The development, through a working group, is expected to start in February 2020. The Regional Operations and Compliance will identify who will be part of the working group. They are currently waiting for direction on the timing of the regulations, but will come into force in 2020.  Flexible Work Arrangements (FWA): These came into force on December 1, 2019, as well as a few changes under Modern Labour Standards. Triage Complaints and Early Resolution Officers were trained to look into this. Employees can ask for flexible work arrangements and the employer must provide a response in writing. Training for Officers was delivered on September 1, 2019, and the Officers are generally satisfied with it. A test was introduced for Officers to take.  Modern Labour Standards: There is a major overhaul to Part III of the CLC. Some changes deal with scheduling and hours of work that came into force on September 1, 2019. The Program has put in place an interim approach because of the need to develop regulations to address the concerns for those workplaces that have 24/7 operations (ability to provide advance notice of schedules, advance notice of shift change, breaks, among others). Work continues with stakeholders on those topics. Also, the LP has consulted internally with its Officers on the ground in an effort to better understand what employers in certain sectors are saying about these exemptions and working collaboratively with them in developing regulations. Some more work needs to be done but scheduling, overtime and hours are the top priorities.  Integrated Labour System (ILS): An up-to-date system is being developed to provide a case management interface (employers/employees) that will be used for Part II, Part III, Federal Mediation and Conciliation and all the various programs in the LP. This multi-year project is progressing, and it is expected that parts of the system will be delivered for 2020. Onboarding of the conciliators and arbitrators is planned for January 2020. They are presently cleaning up their files and receiving training on how to fully use the new system. It is hoped that by the end of 2020, the system will be in place for Labour Standards and Occupational Health and Safety. Among other components will be an on-line complaint form, which will enable employees to send us information electronically. That part of the work will be phased in during 2020. As far as the involvement of LP employees, subject matter experts are working with the team developing the system, and are providing information sessions with managers. There will also be a call for ambassadors to be information sources who will provide awareness and education to employees. Goal is to have at least one ambassador per region and maybe one in each office. The call-out for ambassadors will be sent shortly. In a similar fashion to Federal Mediation and Conciliation, a train-the-trainer approach will be used. This method seems to be working and good feedback was received. Training activities are planned between November 2020 and February 2021. Fifteen (15) subject matter experts will be trained and will provide input into the program. Ms. Baxter stated that Riaz Kara is involved in the engagement being done on the Integrated Labour System and is looking at the cumulative effect of all these changes and how to support the employees during the implementation.  In response to Luc Provost’s question about sharing documents, Ms. Baxter responded that these documents are public and can be shared but reminded that some components and dates might still change. Mr. Kara mentioned that some of this information could be added to the change website.  Andrew Shaver expressed his appreciation to Ms. Baxter on providing detailed information on the many changes. Mary Donaghy also thanked Ms. Baxter for the presentation. She noticed a theme running through, in terms of the collaboration of the Regional Operations and Compliance and the integration of the employees in the regions into their roles and the idea of training modules is really meeting the requirements.  Dawn MacPhee also wished to thank Ms. Baxter and shared that there had been many discussions about the implementation of ILS. A major concern is to ensure that information is not lost during the transition. Ms. MacPhee wanted to make the point that it should be a smooth transition for everyone. Ms. Baxter mentioned that there are two components; building the IT system and then how to move into it. She agrees that a lot of work is being done working with regional operations to understand what data will be needed moving forward, but also finding ways to store the rest of the information for easy access. Also, they need clear rules about what information will be inputted into ILS. Mr. Provost agreed that this should not end like Phoenix, and asked Mr. Kara to provide the link once the OPs are posted on the website.  Pay Transparency: Judith Buchanan spoke of the change that was introduced through the legislation that came out in 2019 along with the regulatory work published in the CG in August 2020 seeking review. This legislation was created to address the gender wage gap and also the wage gap for other designated groups as per the *Employment Equity Act*. Employers will report on their wages, overtime and bonus and the intent is to publish that information on a user-friendly website where individuals will see where gaps exist in certain establishments, by sector and nationally. Consultations were held last Spring to inform the regulations that were published. Significant comments were received over the summer and changes are being made to the regulations. There is no publishing and coming-into-force date yet, as the new Minister needs to be briefed. Ms. Buchanan’s team is presently working on a two-element system for employers to provide the information, and to publish that information. In addition, a guide will be developed that is more externally focused but will also support LP employees in how to interact with employers. The team is working with Public Affairs on the communication approaches. They are continuing to work for a 2020 implementation date.  **Action**  Riaz Kara will provide the link to access the OPs on the website. |
| * 1. **HR-to-Pay (Phoenix) Update – Standing Item** | **Discussion**  Jennifer Hamilton introduced Crista Carrière, the new Director of Corporate Compensation Team for Employment and Social Development Canada (ESDC), and then provided a comprehensive update on this item.  Ms. Hamilton reminded members that at the last meeting, she provided information on the *Read your Paystub* training. Good feedback was received. Employees and their representatives had inquired about getting time during normal working hours for taking the training and Ms. Hamilton informed that the training is not part of the mandatory training curriculum therefore, time to take the training is at the discretion of the managers.  Public Services and Procurement Canada (PSPC) has worked on a new web application called ‘*MyGCPay*’ to allow employees to view their pay-related information and to follow up on their ticket(s). The application will be launched in the Department in the coming week. Formal communications will soon be issued to employees and union representatives. It includes a comprehensive tutorial to help employees use this new application. As usual, employees are encouraged to first lodge their inquiries through the HR Portal. As an alternate option, employees can use the PSPC Client Contact Centre.  Ms. Hamilton’s presentation highlighted that 62% of employees still have outstanding pay issues. The figures, although high, are trending in the right direction as it used to be in the 70% range. Internal Compensation Advisors have processed 7000 tickets. Ms. Hamilton noted that they have a robust team and are building what they call the Client Care Team to support employees. While everything cannot be resolved quickly, Ms. Hamilton is pleased to report that a lot of positive feedback has been received from clients. A strong Emergency Salary Advances and Priority Payment System was implemented in the organization as well.  During her presentation, Ms. Hamilton introduced a snapshot model that will be shared with employees as part of a communications strategy. Employees will be able to view the Departmental progress and see themselves as part of the Compensation Centre’s efforts. The top tickets continue to be acting appointments and significant work with the Pay Centre is being performed to address outstanding tickets.  Dawn MacPhee asked if there is data showing how different cases are being treated, in terms of outstanding and new cases, and whether the timeframe for addressing them is working smoother since these mechanisms are in place. Ms. Hamilton responded that this is all-inclusive data. The 50 000 tickets represent the data received from the PSPC Pay Centre which shows what is outstanding for ESDC. A breakdown was done more specifically for the LP which shows 1 575 outstanding cases. Ms. Carrière added that they are cases that are more than 30 days old, by portfolio.  Andrew Shaver asked about the transactions that were formerly treated by PSPC and that were repatriated to ESDC. Has this helped streamlining certain processes and give ESDC a better control? Ms. Hamilton confirmed that the Department repatriated four pay transactions (resignations, retirement, leave without pay, and return from leave) one year ago. Over the past year, the ESDC Compensation has been experiencing a steady learning curve as the team was being built from zero. Ms. Hamilton noted that the trajectory was slower at first but are now doing a steeper incline because the approach taken is to look holistically at employees’ situations, for example solving several outstanding tickets for an employee who is retiring. Ms. Carriere mentioned that they have seen an improvement in the resolution of retirement and resignation problems. By the time the employee leaves, their entire file has been reviewed and cleaned of any pending action. When it comes to reduction of the overall backlog by the Pay Centre, there is a very slow increase of about 2% across the board for all different portfolios. The team is exploring avenues with the pod dedicated to ESDC to accelerate the reduction of that backlog.  Mr. Shaver mentioned that there are currently 950 active pay-related grievances and would like to know if those numbers include the grievances held in abeyance. Ms. Hamilton indicated that active grievances are the ones that have not yet been heard at final level and brought to adjudication and that includes the ones in abeyance. Currently pay-related grievances are responded to at the final level by Ms. Hamilton herself, though some people are still going through 1st and 2nd level steps. Grievances are just another door for employees to go through. Some are putting in an inquiry and working with us, some are working with union informally, and others are filing a grievance. They are receiving the same level of service, regardless of the avenue they are using.  In response to Mr. Shaver’s question if there is a whole-of-government framework in terms of addressing pay grievances or whether there is a higher discussion on that pathway, Guy Cyr replied that there have been consultations with Treasury Board but that there is no process or procedure in place and all departments are working differently, depending on their situation. The grievance process is enshrined in the collective agreement. When Phoenix was first implemented, issues were noted and despite filing grievances, it was found that it could not always solve the situation. Mr. Cyr explained that we must look at what cases are a priority, and ESDC, being a department of 29 000, Ms. Hamilton’s team is doing a great job to triage and resolve the critical cases. Ultimately, once the information is provided, employees are to continue working with their union representatives for advice on next steps. Mr. Shaver proposes a continued dialogue on this issue, and on the Phoenix damages with the Office of the Chief Human Resources Officer at the Treasury Board of Canada Secretariat (TBS-OCHRO) and PSPC.  Mary Donaghy agrees that this is a frustrating issue for all who work in the Federal Public Service. The numbers are troublingly large and, despite very significant efforts and investment by the Department, the rate of decline is slower than we wish. She also acknowledged the work performed by Ms. Hamilton and her team. She agreed that in these difficult times, their care and thoughtfulness are very appreciated.  Luc Provost appreciated the efforts deployed in helping members. He reiterated that employees having Phoenix-related difficulties may speak with PSAC dedicated resources. Mr. Shaver noted that he can be contacted by members and he will direct the calls to Donna Lackie and Alain St-Arnaud. Also, Mr. Provost asked whether the new *MyGCPay* will be accessible outside the Departmental network which would allow access to someone on long-term disability. Ms. Hamilton mentioned that, at this time, to enter in *MyGCPay application*, they must use their MyKey to secure their personal and financial information. Ms. Carrière mentioned that this will be examined in the future.  **Action**  No action |
| * 1. **Harassment (Standing Item)** | **Discussion**  Véronique Tremblay provided a comprehensive update on the harassment situation within the LP.  In view of the recent Pulse Survey results and the Public Service Employee Survey (PSES), it was found that between 15-20% of employees claim having been victims of harassment during the past two years. Considering the 29 000 employees in the Department, these numbers are not very high. The cause for this may be the fear of reprisals. Ms. Tremblay mentioned that every time an awareness campaign is launched, or whenever articles or communications are published, the number of calls and complaints rises. ‘Speak Up’ is the motto of the current campaign and with C-65, mechanisms for anonymous reporting will need to be developed. The Centre of Expertise (CoE) already receives anonymous calls that are being investigated.  Ms. Tremblay stated that the number of calls is constantly increasing, and employees are seeking information. They are being advised on how to address their situation, in a formal or informal manner.  The CoE is also looking into how to better use the data gathered, such has the Pulse Survey, or others.  Guy Cyr presented statistics regarding harassment grievances. Since April 2017, statistics show that there were eight. Mr. Cyr noted that employees still have the choice of filing a complaint under the Treasury Board Secretariat (TBS) policy or a grievance.  Dawn MacPhee stated her concerns about training and education and asked where the Department is orienting themselves. She believes that efforts must be made to provide better education, not only to employees, but to managers as well.  Lyne Bourget mentioned that they are doing a lot more action-based learning where people and managers/directors get involved in networks, in addition to soft skills training (communication, conflict resolution). Ms. Bourget also mentioned that the Office of Values and Ethics has online training but also very interesting in-person training which is scenario-based and encourages discussions on grey zones, perceptions and how to identify whether it is indeed harassment, and then how to address it. Riaz Kara added that the Office of Values and Ethics has provided a lot of training to management teams during the past nine months on the subject and that with Q4, another round is anticipated for regional employees as well.  Luc Provost mentioned that in Montreal, there is a Well-Being Committee and that they are working on setting up a sub-committee that would look more closely at mental health and the workplace environment. Mr. Provost noted that prior the new legislation being implemented, internal employees should be trained. He believes that parties should attempt to resolve problems in the workplace informally and, if unsuccessful, file a grievance. Andrew Shaver agreed that it is sometimes necessary to file a grievance but that the union shows a lot of goodwill in trying to resolve informally whenever possible.  Dawn MacPhee mentioned that some employees are suffering in silence, and afraid to go to co-workers and management, as they are unsure whether they will get support. The important thing is opening the conversation and assure them that there are mechanisms out there. Mary Donaghy agreed that some people feel uncomfortable and unsafe about raising concerns.  Andrew Shaver feels that keeping this as a standing item on the agenda helps in getting clear Departmental information. In terms of analysis, there is a systemic setup that may lead to higher instances of potential instability which is the first step towards violence in the workplace. While we cannot always safely share information as it may lead to identification of individuals, Mr. Shaver recognizes the efforts of the employer in performing an analysis where systemic problems are consistent. These need to be investigated as harassment is sometimes done intentionally and some other times, non-intentionally. On the subject of training, Mr. Shaver mentioned that having worst-case scenarios to work on would prepare employees in understanding how to respond effectively in such instances. There are cultural changes being encouraged, but they do not always reach smaller work units were operationally intimate settings can lead to toxicity and bad behaviours. It is understood that some people do not report harassment because they do not want to harm their career.  Ms. Donaghy was impressed at the range and diversity of initiatives underway around workplace wellness in various regions. When the survey results came out at the last round, Ms. Donaghy said that there were interesting conversations between the Deputy and her management team on the disconnect and perceptions that are felt, as they work with engaged and positive people and then see results of surveys and the problems throughout the Department. She believes we must collectively ensure that problematic behaviours be identified and corrected.  Judith Buchanan referred to Ms. MacPhee’s earlier comment on people suffering in silence. On that subject, she is unsure what we could do to get more insight into those situations, as no one should be coming to work in that state. Ms. MacPhee said that this is happening for a variety of reasons, the environment they are in, their own personalities and the managers they report to. Sometimes it is an accumulation of things. To that end, Ms. MacPhee feels that education and training will bring it to the surface and people will know where to go if they are not comfortable with what management and union have in place.  Ms. Bourget asked Ms. MacPhee whether the situations could be mental health related and not only caused by harassment. If mental health is involved, Ms. Bourget advised that there is a peer support for mental health-related issues where employees can speak with people with similar experience. It is not known if any of those peer supports have experience with harassment, but this might be worth looking into. Ms. Bourget acknowledged that when management receive survey results, they try to find novel ideas in resolving issues but that the fear of reprisal or reprimand is a difficult issue to tackle.  Mr. Shaver has learned that some employees feel that their privacy is compromised with the Informal Conflict Management System (ICMS) model, and this could be extremely damaging to the disclosure mechanisms. There is an absolute need for a safe point of contact in the Department. In some large departments, there are managers who have delegated authority to house employees in times of distress, in order to remove them from whatever environment they feel unsafe in until the situation stabilizes. This system had worked quite well. Mr. Shaver asked Ms. Donaghy if there is an appetite to explore this in the Department. Mr. Cyr responded that these types of models are being explored. In regard to the current process, Ms. Tremblay’s team can provide support and services.    Ms. Tremblay mentioned that one of the fourteen (14) recommendations from the Clerk’s Report was for Departments to develop Ombud’s type services. The CoE is a neutral body and structured to receive these types of disclosures. At this point, this option is being explored. Also, there must be determination of what model would best fit the Department’s needs and it has been discussed over the past few months. Meanwhile, the CoE receives calls, some anonymously, and people sometimes want to talk even though they may not be ready to file a complaint but at least obtaining advice and support can alleviate discomfort.    Ms. Donaghy invited union representatives to share with this group any harassment-related suggestions they feel may help, even if they are from other departments.  **Action**  None. |
| * 1. **Official Delegate of the Minister** | **Discussion**  Dawn MacPhee questioned how the term ‘Official Delegate of the Minister’ (ODM) within the LP appears to contradict its intent and application under the legislation responsible for its regulatory application. It encompasses not only the terminology itself, but the training required for someone to be considered an ODM and how it applies in the regulatory matrix.    When the new Prosecutions Operation Program Directorate (OPD) 700-6 came out, the expressions Health and Safety Officer, Senior Investigator, and OHS Early Resolution Officer were identified as ODMs, but there are managers, directors and others that are involved in the decision-making as part of the regulatory framework and Ms. MacPhee stated that they are not all ODMs. The Code also does not refer to ODM, but to qualified persons officially delegated by the Minister. Part II infers that a person given that delegation meets those requirements. Ms. MacPhee mentioned that employees occupying Health and Safety Officer and Senior Investigator positions feel disrespected for the knowledge, training and experience required to perform the work, in relation to the duties and responsibilities of the OHS Early Resolution Officer, as they have earned their positions and are uncertain of the intent of the new terminology and feel their knowledge and positions devalued. Ms. MacPhee asked if there is a compromise that could be made on this issue.    Brenda Baxter thanked Ms. MacPhee for raising this question. She believes that a compromise can be found. Part II individuals are delegated, and under Part III they are designated, and there is a bit of difference between the two. Under the delegation model, there are many different titles. The LP has worked with Transport Canada and the Canadian Energy Regulators, and the term ODM became a bit of shorthand for input into the delegation instrument as this avoided writing all the different titles. However, the intention was never to create a sense of disrespect or diminish the skills and competencies that people go through to reach various levels. It is recognized that the training leads to a career map.    Ms. Baxter said that this will be discussed with Mary Donaghy and they will see what they can come up with in terms of compromise. Ms. Donaghy added that she will gladly look at this and remarked that what we are seeing in the organization is that it is evolving differently on the labour standard side and the OSH standards side. There is a need to look how we expect to move forward in both parts of the organization. Delineation needs to be done i.e.: role of the Senior Investigators, but Ms. Donaghy agreed to look at this issue in the context of the larger evolution of the organization for the best way to reflect to employees and stakeholders how we understand the variety of roles fitting together to achieve its goals. Ms. MacPhee says that she supports the intent if it is to develop employees, but the present terminology creates a false sense of the OHS Early Resolution Officer functions.    Luc Provost suggested that the new PM-02 job description be called Prevention and Promotion Officer. There are various degrees of experience from different Officers, and he believes in reactivating the Program whereby a junior level works progressively towards achieving a TI-05. He further believes that Officers are currently under a heavy workload and have to train newcomers who should already be ready to function as soon as they arrive. Mr. Provost noted that these employees with a large workload must set aside some of their work to help train newcomers.    Mr. Shaver stated that the union has approached Measurement Canada on their TI model which has a structured learning model for advancement. While this is a different discussion for another time, Mr. Shaver feels that there could be an offline discussion on the subject. Ms. Donaghy mentioned that the LP is currently working on a model to also see career progression developed in a more structured way. This will also help in succession planning. Ms. Donaghy agrees to continue discussions on the subject offline.    Ms. MacPhee shared that even though some of the duties of the OHS Early Resolution Officer may appear easy to respond to, she mentioned that lack of experience and knowledge will sometimes lead to extra workload for Health and Safety Officers and Senior Investigators. Having the relevant experience, health and safety training and background knowledge to provide the appropriate response is necessary to ensure regulatory processes are followed. She has observed many situations that should normally end at the OHS Early Resolution Officer level but often escalate when they should not have, possibly because of internal practices, training issues and/or lack of knowledge and experience to respond accordingly.    **Action**  Discussion on TI progression model to take place between union and management members. |
| * 1. **Mobile Framework Review** | **Discussion**  Mary Donaghy said that over the past period a joint exercise was undertaken to look at the Mobile Framework (MF). A commitment was made in the spring that a new framework would be presented by mid-year. This was achieved with the collaboration of labour partners, and the MF was distributed. The response has been quite positive across the organization and the LP will continue looking at it as things evolve.  Ms. Donaghy stated that this is in place because of the nature of the work of the Officers, and telework and workplace of the future initiatives continue to evolve. In the interim time, Ms. Donaghy was happy to report that the LP has a solid piece in place and Dawn MacPhee confirmed that the regions are very happy with the outcome.  **Action**  None |
| * 1. **COPD Change Management – Agenda and Updates** | **Discussion**  Riaz Kara provided a comprehensive overview of the numerous Compliance, Operations, and Program Development (COPD) Change Management activities and action plan that have become operational in fiscal 2018-2019. Mr. Kara announced that while changes are happening, the Change Leadership team is attempting to ensure they are structured, aligned and provide context and support to employees.  A presentation about change management was offered to employees across the country and to union representatives at LPUMCC. The Prosci ADKAR Change Management methodology is used by the Department to build:  A awareness of the need to change  D desire participate and support the change  K knowledge on how to change  A ability to demonstrate new skills and behaviours  R reinforcement to sustain the change  Activities will make sure the organization is preparing, managing and reinforcing the change in all three major streams: a) legislative, regulatory and strategic initiative changes, b) operational effectiveness efforts, c) workplace/workforce modernization. The objective of the third stream is for employees to feel confident and positive about their workplace and encourage others to join the organization as we become a better employer.  In response to Luc Provost’s comments around communications, Mr. Kara noted that communication products were created: video capsules, podcasts, infographics. These products have been well received so far. Two more video capsules are planned to be launched in Q4 2018-2019.  The Change Leadership team has taken the agenda for the Branch Executive Committee and structured a special series of five meetings to discuss the change agenda. A COPD National Leadership Summit took place in November 2019 and great sessions were held, and as part of the NHQ and regional employee engagement, there was a Regional Directors’ panel that gave a pulse check on how changes are impacting their groups and the types of support required. The materiel produced will be shared with employees across the country via SharePoint. There were many employee engagement sessions, and the team is adapting the feedback they have received. Mr. Kara noted the Deputy Minister’s ongoing goal is to ensure we become a learning organization and that lessons learned are being kept on every initiative. The team has and will continue to travel to speak to the regions; employees noted that these sessions show the investment of senior management in the project and allow the Change Leadership Team to get feedback.  Dawn MacPhee applauds the initiatives and the communications piece. Mr. Kara had explained the sounding board two-way interaction features, and she is personally looking forward to using it. A link for this purpose has been placed at the bottom of each signature block for the team and Mr. Kara would urge all employees to bookmark it for ease of reference. Mr. Provost stated that receiving numerous references to links lead to redundancy and that grouping all pertinent information under the same roof will help.  Mr. Kara noted that he is working with Strategic Integration and Governance Directorate (SIG) to revamp the Change and Communications information on the intranet for this purpose.  Mary Donaghy was pleased to report that the creation of this group was a collective decision and finds that it has been very positive so far and enjoys the full support of the Deputy Minister, Assistant Deputy Ministers and senior management. She also noted that in the past eighteen (18) months, COPD has tried to create horizontal mechanisms for all the Branches and Directorate’s executive committees to help connect people and share information. This can only get better in the future.  Lyne Bourget mentioned that they are also working at sprucing up the intranet site to get more traffic and leverage it more for internal communications purposes. As noted above, a section is now dedicated to the changes and it will become front and centre in the new look and feel that will soon be launched.  **Action**  None. |
| * 1. **Labour Program Staffing and Learning Initiatives** | **Discussion**  Lyne Bourget gave a rapid overview of three major staffing and learning initiatives launched in the LP over the past year at the Deputy Minister’s request. Any questions from participants can be asked offline after the meeting given time constraints.  Ms. Bourget mentioned that in informal meetings with the LP Deputy Minister since her arrival, employees shared some frustrations regarding fairness and transparency of staffing and some managers expressed the need for more support with staffing. A three-member team was created to work with Human Resources Services Branch (HRSB) Advisors and hiring managers to develop and implement an Operational Staffing Plan and staffing strategies including activities such as speed hiring, better pool leverage, post-secondary recruitment, outreach, etc. All of this is being done while ensuring that LP employees continue to have opportunities for development and advancement. Communications have improved by posting staffing and recruitment opportunities on the LP intranet site. Some collective processes are or will soon be launched and ‘one-off’ processes are being used less often. The simplification of staffing processes is also being looked at. Ms. Bourget further informed that parallel discussions have taken place with union representatives to look at staffing challenges in the regions.  The second initiative is the establishment of action-learning networks focussing on soft skills to help support a healthy workplace. This began with a directors' network and its success led to the establishment of a similar network for managers. These networks meet approximately every 6 weeks on a specific topic. Participants are asked to apply their learnings in the workplace and discuss their experiences in a follow-up session. Topics to date have included conflict management, resilience, resistance, difficult conversations and emotional intelligence.  Lastly, a third network was put in place for administrative employees. This network helps administrative employees support one another and get help with Departmental correspondence, ATIP and other topics. Ms. Bourget said that it is hoped that all these initiatives will have a positive impact on employees and the LP as a whole.  **Action**  Questions are to be provided offline to Ms. Bourget who will come back to a future meeting to respond to queries and to share further information as required. |
| Round Table and Closing Remarks | |
| * 1. **Round Table** | **Discussion**  Luc Provost mentioned that the LP has partnered with Transport Canada and Ontario Labour and feels that it would be beneficial to expand Departmental partnerships with Document Safeguarding Capability (DSC) and the Commission de la santé et de la sécurité du travail (CSST). Making our Departmental forms available on their websites would be helpful and allow them to refer inquiring people to the right address.  Also Mr. Provost mentioned that it would be good to see what tools could be authorized for employees to allow moving into the LP 2.0, for example Office, AdobePro, and Google Drive to share information. In certain cases, links to forms lead to non-existent sites. The telephone transfer options should also be looked into to facilitate the work of employees. Andrew Shaver supported that a new item ‘Transition to Activity Base Workplace across Government’ is included on the next meeting’s agenda. Kathleen Tremblay suggests that Innovation, Information and Technology Branch (IITB) are invited to attend and share preparatory lines to better frame discussions. Luc Provost will also send a document to that effect to Mr. Shaver.  **Action**  New item for next meeting: Transition to Activity Base Workplace across Government.  Luc Provost to send a document to that effect to Mr. Shaver. |
| **3.2 Closing Remarks** | Andrew Shaver and Mary Donaghy thanked all participants for the productive discussions conducted around the table.  Andrew Shaver thanked participants, interpreters and Kathleen Tremblay for her team’s good work.  He noted that this was Ms. Donaghy’s last meeting with this group and was joined by other participants in wishing her the best on her upcoming retirement. Ms. Donaghy mentioned that a lot of progress was done in the past few years, at meetings and outside meetings, and found the experience very positive and was delighted to be a part of it.  There being no further business, the meeting concluded at 11:50. |