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| Date: | October 29, 2018 | | Venue: | David MacDonald Boardroom, Business Centre, Portage IV, Level l |
| Chairs: | **Cliff Groen**, Assistant Deputy Minister, Benefits Delivery Services  **Stan Buday**, President, National Consultation Team for ESDC – PIPSC | | Time: | 10:00 am to 12:00 pm |
| Secretariat: UMCC Secretariat | | | | |
| ESDC Participants | | Union Participants | | |
| **Peter Simeoni,** Assistant Deputy Minister, Citizen Services Branch  **Gail Johnson,** Assistant Deputy Minister, Human Resources Services Branch  **Stéphanie Hébert**, Assistant Deputy Minister, Assistant Deputy Minister, Program Operations Branch  **Mary Ann Triggs,** Assistant Deputy Minister, Ontario Region  **Claire Caloren**, Assistant Deputy Minister, Quebec Region  **Sara Filbee**, Assistant Deputy Minister, Atlantic Region  **Wendy McMurray** on behalf of **Sylvie Bérubé**, Assistant Deputy Minister, Western and Territories Region  **Heather Sheehy**, A/Associate Assistant Deputy Minister, Strategic and Service Policy Branch  **Danièle Besner,** Director General, Workplace Management Directorate, Human Resources Services Branch  **Guy Cyr**, Director, Labour Relations, Human Resources Services Branch  **Megan Kennedy,** Director General, Special Projects, TISMB  **Kathia Ouellette Ferguson,** Director, Special Projects, TISMB  **Tammy Bélanger,** Director General, Transformation Planning, Design and Oversight  **Duncan Keith,** Chief, Planning Project Management, CFOB  **Trevor Kraus,** DG, Policy, Appeals, Quality, BDS Service Canada  **Evelyne Power,** Director General, In Person Operations and Strategies, CSB  **Fred Begley,** A/Director General, Enterprise Major Project Execution, TISMB  **Susan Ingram**, Director General, Change Management Leadership and Organizational Readiness, TISMB  **Fadi Hamwi,** Director, Automation and Client Services, TISMB  **Evan Perrakis,** Director, Service Policy, TISMB  **Marion Lajoie** for  **Élise Boisjoly,** Assistant Deputy Minister, Integrity Services Branch  Absent:  **Benoit Long**, Senior Assistant Deputy Minister, Transformation and Integrated Service Branch  **Union-Management Consultation Committee Secretariat**  Guy Cyr, Director, Human Resources Services Branch  Kathleen Tremblay, Manager, Human Resources Services Branch  José Vasquez, Senior Advisor, UMCC Secretariat, Human Resources Services Branch  Sophie Varin, Coordinator, Human Resources Services Branch | | **Eddy Bourque** – National President, CEIU – [Public Service Alliance of Canada](http://psacunion.ca/) (PSAC)  **Crystal Warner**, National Executive Vice-President, CEIU – (PSAC)  **Fabienne Jean-François**, Alternate National Executive Vice-President, CEIU – (PSAC)  **Luc Pomerleau** - National Resources Officer, CEIU – (PSAC)  **Jacques Perrin**, National Vice-President, National Capital Region, CEIU – (PSAC)  **Adele McLean** – Vice-President, National Consultation Team for ESDC – PIPSC  **Jim McDonald**, Labour Relations Advisor, UNE – (PSAC)  **Karl Lafrenière,** Regional Vice-President, Outside Canada, UNE – (PSAC)  **Isabelle Beaudoin** – Regional Vice-President, UNE - (PSAC)  **Rose Touhey** - Assistant Regional Vice-President, Outside Canada, UNE - (PSAC)  **Karen Brook,** Labour Relations Officer, CAPE  **Dean Corda,** Vice-President, PIPSC, National Consultation Team ESDC | | |

| Agenda Item | Discussion and Action Items |
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| **1.1 Opening Remarks** | **Discussion**  Cliff Groen and Stan Buday opened this first meeting of the Service Union Management Consultation Committee and welcomed all participants. |
| **1.2 Review of Terms of Reference (ToR)** | **Discussion**  Union members were given the opportunity to comment on the latest draft of the Revised Terms of Reference (ToR) and these were approved conditional to the addition that future agendas and documentation be made available to members at least one week prior to the scheduled meeting date.  **Action**  These provisions will be added to the Terms of Reference by the Secretariat. |
| **2. Operational Items** |  |
| **2.1 Passport In-Person Service Improvement Update** | **Discussion**  Evelyne Power updated members on Passport In-Person Service Improvement. Several joint meetings have been held since the last HRUMCC. Topics covered include:   * **Call back service -** included a review of new procedures introduced to improve employee safety and strengthen program integrity as well as clarification on the procedures and assignment of overtime. * **Biometrics** - an overview of the service including proposed sites for service delivery and a demonstration of the equipment were provided to union representatives. Once an implementation date is confirmed, further updates will be provided. * **Expansion of passport service offering** – a review of additional services now accepted in Service Canada Centres. * **Demonstration of QConfig (Atom)**– Atom will soon replace the current Qmatic queuing system. Full implementation will occur through a smooth transition for staff and clients. * **Passport Client Demand Reduction** – A union overview of the HR strategy to prepare for passport client demand reduction was presented to both components as well as a post-implementation update. Regions have achieved the 20% reduction milestone however, based on updated IRCC forecasts, the Department may revise its initial 40% objective.   The next In-Person Service Improvement meeting will take place on January 15, 2019, as part of a quarterly meeting schedule.  Karl Lafrenière requested that minutes refer to this topic as an ‘update’ item as opposed to a consultative item at this point. Cliff Groen agrees that this will be specifically identified in the agenda as well. |
| **2.2 Canada Pension Plan Disability Quality Program** | **Discussion**  The 2015 Office of the Auditor General report, released in February 2016, identified critical gaps in the Department’s ability to assess and improve the quality of CPP disability medical decisions. A quality assurance program was developed between 2017 and 2018 as part of the remedial Action Plan presented to the OAG. While a portion of this program was launched in September 2018, it will continue to be expanded through to year 2020-21. Trevor Kraus provided a comprehensive overview of the CPPD Medical Adjudication Quality Assurance (MA QA) Program.  The Canada Pension Plan Disability Program (CPPD) is Canada’s largest disability insurance program and the largest federal income security program for people with disabilities. Current statistics demonstrate that in 2016-2017, CPPD paid $4 billion to approximately 335,000 beneficiaries and $309 million to 83,000 of their children. There were approximately 67,000 CPPD applications processed in 2016-2017.  Demographic pressures will have considerable implications for the CPP. Over the next ten years, the Office of the Superintendent of Financial Institutions anticipates that the CPPD client base is expected to grow by more than 9.0% and reach approximately 460,000 in FY 2023-2024.  Union representatives wishing to be included in the stakeholder engagement sessions were encouraged to contact Martin Dufault ([martin.dufault@service.gc.ca](mailto:martin.dufault@service.gc.ca))  In response to Stan Buday’s concerns on the information related to performance indicators, Cliff Groen agreed that the information will be provided to the unions and ensure that performance indicators reflect the realities of processing centres.  **Actions**  Cliff Groen will be providing the unions with information relating to performance indicators. |
| **2.3 Three R’s (Resources/Recruitment/Retention)** | **Discussion**  Adele McLean presented on the Three R’s (Resources/Recruitment/Retention and overlapping components). Ms. McLean added the following requests:  **Resources** Defined as persons and material, resources are an integral part of performing the work. It appears that there are discrepancies from office to office on the number of support staff allotted to the disability medical units.  Some examples as to the reason for this item and request below relate to multitude of changes ongoing and some of the influences to the process of adjudication of disability applications. Functional Guidance Procedures (FGPs), newly developed questionnaire/medical report release without Adjudication Decision Template (ADT) being ready, limited resources- having to use mail service to receive information required (no access to updated resources- secure fax, email etc) are few examples affecting positive timelines in adjudication. By eliminating individual medical adjudicators, recording stats and having these retrieved from the multiple systems (PWS, ITDRS) already housing these stats, would increase production of adjudicating applications.)    ***Request*-** As there appear to be no guidelines/tools in determining the quota of support staff to the number of NU-EMA personnel and no data to support variances in the production standards/file numbers for each office, it is requested that individual MAs no longer be required to keep individual stats. No consistency could be found in what accounts for productive and non-productive time and it appears any reference made to this was determined by subjective means.  The reason for this request is to assist in decreasing tasks that take time away from file adjudication.  **Recruitment-** While challenges vary between regions and offices, the competition process (currently under review) presents issues. The process has been eliminating good candidates and while changes in the recruitment methodology may improve, there are still challenges with hiring and it is felt that CPP Disability is not as competitive as it could be in terms of employment and retention of MAs once hired and trained.  For those MAs already trained and working in the department, the development into new roles is limited to the MAC (NU-EMA2) positions. The Talent Management Plans, made evident in the Ontario Region pools and processes chart alone, show only 0.6% approved TMPs in the NU-EMA group. The funding or budget potentially allotted within this program for the NU-EMA group may be better utilized towards professional learning for the nurses. As a national program, all MAs should be afforded the same budget for education development and updated education to perform duties. The LIF (Learning Investment Fund) does not appear to be used evenly in every region.  ***Request***- That the LIF be utilized in the same manner in each region and that TMPs budget portion for the NU-EMA staff allow for professional learning.  **Retention** of NU-EMA staff, outside of the retirement progression, the focus should be on the “change" fatigue that is happening from office to office, region to region.    ***Request*-** To allow for expression of interest of five NU-EMA-1s from each region to be stakeholders at the initial phase of development in policy, programs, and plans that directly impact adjudication process. The union requests consultation and involvement in the determination of the NU-EMAs.    **Action**: Adele McLean to provide requests in writing to the Secretariat, for response by Cliff Groen. |
| **3. Transformation Items** |  |
| **3.1 Proposed Union Engagement Approach for Transformation Services** | **Discussion**  Tammy Bélanger presented a draft proposal on the Service Transformation Monthly Update to SUMCC including status of Benefit Delivery Modernisation (BDM), OAS Service Improvement Strategy, CCP Service Improvement Strategy, e-Payroll, Medium and Long Term Initiatives, Short-term Commitments and TB and Cabinet Affairs. Information contained in the presentation are samples only, but future monthly reports will be populated with relevant information.  Ms. Bélanger referred to Benoit Long’s commitment to report on a monthly basis on Service Transformation Plan (STP). She indicated that the goal is to ensure a meaningful consultation and sharing of information.    Tammy Bélanger indicated that the dashboard would be updated and sent to union representatives on a monthly basis.  Crystal Warner indicated that she, as an employee representative, wants to know how such initiatives are impacting the wellness of her members. Data provided in documentation is not always relevant to the workers. Ms. Warner asks that future presentations prepared for consultation or information include the impact on employees and thus allow meaningful contribution and discussion at the union representative level.  Adele McLean supported Ms. Warner in this statement, and Karl Lafrenière also agreed and added that future presentations by management keep in mind that the Passport Program does not have access to the technology and systems employed by Service Canada.  Stan Buday added that unions would benefit from a feedback mechanism to get back on certain points.  **Action**  A feedback mechanism will be added to future monthly iterations. |
| **3.2 Service Target Operating Model** | **Discussion**  Tammy Bélanger provided an update on the ongoing work performed by the Committee on theService Target Operating Model (STOM) in transforming service delivery and enhancing the client experience as defined by the services’ ambitions. These transformative activities will be guided by a vision of how ESDC needs to operate in the future.  The STOM is an integrated view of what will change and will act as a reference model for all future designs to ensure alignment. The first phase of development for the STOM was focused on four elements – clients, services, channels and partners.  In terms of impact to the employees, the next stage of the STOM development will provide a better understanding of ESDC business functions and their interaction. This will inform how the department needs to evolve as an organization to deliver on its transformation objectives. Discussions are underway on how best to communicate and obtain employee engagement on this initiative. Plans will be shared with the SUMCC at a subsequent meeting. The STOM will continue to progress as client expectations evolve.  **Action**  No action item identified. |
| **3.3 Update on Benefits Delivery Modernization** | **Discussion**  Fadi Hamwi gave anupdate on Benefits Delivery Modernization (BDM). He explained how the BDM program aligns with and responds to broader Government of Canada and department-wide priorities. It will also be key in responding to client-focused outcomes identified as part of the Service Transformation Plan (STP). He also provided an overview of the alignment to current priories. BDM will transform benefits delivery for Canadians by replacing existing business processes and technology.  Crystal Warner indicated that members report that Canadians expect better and more humane services from their Government, and appreciate online services but a common complaint is the use of different systems. Ms. Warner wishes for any information related to impact on jobs and workers need to be shared, in light of automation of services, for example. Ms. Warner appreciates the large sum of information conveyed through presentations but reiterated that presentations should show an increased focus on employee perspective, adding value to union-management discussions.  Fabienne Jean-François pointed out that varying objective of different programs may sometime lead to tension between employees and sought consideration to improve collaboration between programs. Ms. Jean-François also mentioned that consideration be given to the impact on performance agreements.  Adele McLean emphasized the difficulties encountered in ongoing communications with clients as no other media than regular mail may be utilized in communications. She suggests that consideration be given to secure faxes being made available to expedite and facilitate transmission of information.  Dean Corda was concerned that system integration and vendors be discussed outside of IITB’s jurisdiction and was assured by Fadi Hamwi that programs are working closely with IITB in such matters and discussions.  Fadi Hamwi explained that interviews with clients and front-end staff have allowed for a greater understanding of how to improve and adapt to better serving clients. The Change Management team are involved in discussions to ensure that they understand what we are doing and provide advice and guidance.  In terms of two-way communications, Mr. Hamwi agrees that we need to assess different channels and evaluate which will be more conducive to secure and efficient communications.  Cliff Groen recommended that any follow-up questions and comments be provided to Fadi Hamwi.  **Action**  No action item identified. |
| **3.4 Update on Pensions Transformation Initiatives** | **Discussion**  Megan Kennedy provided an update to the Committee on the Pensions Transformation Initiatives:  . CPP Enhancement;  . OAS Service Improvement Strategy;  . CPP Service Improvement Strategy.  Megan Kennedy shared information that change impact assessments were done to support each implementation to understand the scope of the change to staff and the change management activities required. Ms. Kennedy provided a deck, which detailed howPensions Transformation Initiatives align to current priorities and the scope and objectives of the program. She provided an overview of the program’s next steps and explained that Pensions Transformation Initiatives CPP Enhancement, OAS Service Improvement Strategy, CPP Service Improvement Strategy are long term initiatives. More information will be provided as projects progress.  **Action**  No questions / No action item identified. |
| **4. Roundtable and Closing Remarks** | **Roundtable**  Claire Caloren informed committee members that Quebec region will soon proceed with minor management changes at the Director level. These will be formally announced to employees by the end of November. Karl Lafrenière will be discussing this topic off-line with Ms. Caloren.  Crystal Warner thanked the Committee for organizing this meeting and particularly thanked Stan Buday for accepting the co-chair role. She looks forward to bringing more agenda items to the table.  Cliff Groen thanked the presenters for sharing valuable information. He recognized the importance of focusing presentations on the impact to employees. He and Stan Buday acknowledged that this new committee will evolve and improve over time.  Messrs. Buday and Groen closed the meeting and thanked all participants for their attendance and participation. |