

**MINUTES OF THE
UNION MANAGEMENT CONSULTATION COMMITTEE (UMCC)
HR SUB-COMMITTEE
13 September 2004**

ATTENDING

Member	Functional Representation
Shirley Siegel Co-Chairperson	Assistant Deputy Minister (Human Resources-Civilian)[ADM (HR-Civ)]
Hugh Price for Yves Ducharme Co-Chairperson	Federal Government Dockyards Trade and Labour Council (West) (FGDTLC-W)
Francis Trudel for Louyse Ledoux	Director General Learning and Professional Development (DGLPD)
Carole Jolicoeur	Chief of Staff (COS)
Diane McCusker	Director General Labour Relations and Compensation (DGLRC)
Louise Teckles	Director General Civilian Employment Strategies and Programs (DGCESP)
Cheryl Read	Director General Regional Civilian Human Resources Services (DGRCHRS)
Yves Rochon for Don Burns	The Professional Institute of the Public Service of Canada (PIPSC)
Mark Boucher for Larry Dempsey	Canadian Merchant Service Guild (CMSG)
John Lachance	International Brotherhood of Electrical Workers, Local 2228 (IBEW)
Dean Reid	Federal Government Dockyards Trades and Labour Council (East) (FGDTLC-E)
Milt Isaacs	The Association of Canadian Financial Officers (ACFO)
Willie Courtney	Federal Government Dockyards Chargehands (FGDC)
Susan Harrison / Anne Finn Secretary/ Secrétaire	Director General Labour Relations and Compensation (DGLRC)
REGRETS/ABSENT	
Mary L. Chamberlain	Union of National Defence Employees (UNDE)
Dr. Peter Dunnett	Canadian Military Colleges Faculty Association (CMCFA)
PRESENTERS & GUESTS / PRÉSENTATEUR(TRICE)S & INVITÉS	
Louise Teckles	DGCESP
Susan Harrison	DGLRC
Diane McCusker	DGLRC
Robert Hanson	DGLRC
Severn Blades	DGCESP
Darryl Roode	DGLRC

OPENING REMARKS

1. The meeting convened at 09:30 a.m. Ms. Siegel welcomed the members and observers and thanked Mr. Price for co-chairing today. Members and Observers were invited to introduce themselves.
2. Ms. Siegel advised the group that she had briefed the new Deputy Minister, Mr. Ward Elcock, on civilian HR issues and on labour relations/union issues in particular. The DM will have the opportunity to meet with the union representatives in the near future at scheduled events.
3. Ms. Siegel reminded the committee members that she would be looking for their input on the staffing delegation presentation/agenda item as well as input on the draft DAOD for DND Civilians in International Operations in Support of the CF. Mr. Price advised that bargaining agents withdrew from consultation on Friday 10 September 2004. As a result, the union representatives present at this meeting would provide input, but not do any approval on items.
4. Mr. Price asked for confirmation that there would be an update provided on MASIS at this meeting. Ms. Jolicoeur confirmed that she would provide the update.

ACCEPTANCE OF PREVIOUS MINUTES AND AGENDA

5. Minutes for the previous meeting, 31 May 2004, were approved with some changes:

Milt Isaacs submitted a correction to the Minutes under “Functional Representation”, the Association name should read: “The Association of Canadian Financial Officers (ACFO)”. **Secretarial Action:** This will be changed and the new name reflected in future documentation.

Hugh Price advised that wherever it is written “Darryl Reid” it should read “Darryl Roode”. Also, under item 5 MASIS, “Fleet *Management* Facilities” should read “Fleet *Maintenance* Facilities”.
6. The Agenda was accepted as presented.

OLD BUSINESS

7. *Canadian Human Rights Commission audit report:* **Secretarial Action:** An electronic copy of the most recent audit report will be sent with the minutes of this meeting.
8. *Pre Qualified Pools:* There were extenuating circumstances and pre-existing priorities which prohibited action at the time of the activity/review. **Action:** Louise Teckles will send a formal detailed response to Willie Courtney by e-mail.

STAFFING DELEGATION

9. Ms. Teckles, the Director General Civilian Employment Strategies and Programs, reported on the current status of the staffing delegation. She advised that for the purpose of this meeting, she is not seeking approval; she is seeking input/comments on the staffing delegation information presented. She advised that there would be formal training for managers before delegation of staffing is given. Her staff is also looking at implementing a rigorous monitoring and reporting process.

10. Mr. Isaacs asked if there is a vision for the accountability framework; what the process would look like, and what guidance will be given. He suggested that the sub-committee try to identify the minimum level for delegation. Ms. Teckles advised that DGCESP has been working over the past few months on what the framework would look like. They have started to address the process, tools, communication, training, and reporting. She is looking for input from this group as to what that should entail.

11. Mr. Isaacs asked who would be responsible for the monitoring and if there could be a resource availability issue. Ms. Teckles advised that it would entail a need for resources but is seen as an important piece. Mr. Isaacs asked that they be shown the framework once it is drafted. Ms. Teckles agreed. Ms. Jolicoeur assured Mr. Isaacs that HR-Civ has been doing a significant amount of measurement and performance over the past couple of years and is becoming very adept at monitoring and measurement activities. Ms. Siegel concurred and advised that we are still in early stage of this particular exercise, and will build on recent monitoring and measurement success. She also stated that not many departments have undertaken this exercise yet, so it is difficult to get external assistance.

12. Mr. Reid expressed concerns around the reality of transient managers and whether they would receive adequate training. He echoed Mr. Isaacs request to see the delegation framework once complete. Ms. Siegel asked for comments from the table and advice on how to proceed.

13. Mr. Price suggested that the framework include an option for removing a manager's staffing authority under certain conditions. Ms. McCusker suggested we look at options for withdrawal of the delegation if it is not being managed properly.

14. Mr. Price expressed concerns about military managers doing staffing. Mr. Courtney echoed that concern and stated that there is a perception of a military managers' "old boys club" style of staffing (e.g. in the EG group). Ms. Siegel advised that military managers manage approximately 70% of the civilian workforce; it is essential that they be included in the process. Mr. Isaacs stated that key positions for career development are seen as "not available" to current membership. He indicated some examples where managers are hiring outside of the group or outside of the department. He suggested that there is a need to have guiding principles around the staffing delegation, especially with regard to positions that are career development opportunities. Ms. McCusker advised that there is an expectation by the PSC that delegation will be done. Training was not done in past so this will be an improvement for all managers. She also stated there this is an opportunity to develop our own specific DND guidelines and

framework rather than have a system imposed on us by PSC. The staffing delegation authority puts more responsibility and accountability on the manager. Mr. Isaacs concurred with Ms. McCusker's comments.

15. Ms. Siegel asked how low should the delegation authority be administered. Mr. Price advised he doesn't want to go too low. Mr. Courtney advised that the cost for training is going to be an issue if numbers are too high. Mr. Isaacs suggested that SWE delegation (who has authority for SWE management) might be a defining factor for deciding who gets staffing delegation. Mr. Price added; managers should be fully and properly trained and need to have an acknowledgement that they understand their accountability (similar to the sect 32 and 34 FAA training – expenditure management course). He explained that the expenditure management course has been a positive experience and has changed behaviours. It is a good model/example to use. Length of training: Ms. Teckles advised there is currently a 3-day training course that has been very effective. Ms. McCusker suggested a look at the issue of certification and what it means for staffing. Mr. Isaacs said that he respects that this is an evolutionary process and that it will grow and change. At what level do things begin to have a negative impact on members - might be a good measure of the lowest level.

16. Mr. Price summarized that there are 3 key issues: (1) Training, (2) Certification, and (3) Withdrawal of authority.

17. Mr. Roode suggested that certification/delegation authority should be based on volume of staffing/business. If a manager is only doing 2-4 transactions per year, don't delegate, because the investment in training, time, and money will be significant. Mr. Price concurred and suggested that each organization should be looked at individually to decide the best structure for that organization. Mr. Roode further stated that the focus should be on the best use of the resources, money, time, and effort. Ms. McCusker stated that we have to be careful that we don't limit opportunities for acting/promotions, etc. One possibility for those who do not do a high volume of staffing transactions could be a mandatory half day refresher before beginning any staffing if a certain time period has expired. Ms. Siegel suggested that the more ways we could define who should be trained and how is key, since available resources to pay for large-scale training may limit us. Mr. Isaacs suggested that we look at the hidden costs of staffing gone wrong. Mr. Reid stated that we should not skimp on training; the demographics indicate that we will be doing a lot of staffing in the near and foreseeable future. Mr. Isaacs advised we should make sure that the infrastructure is in place (i.e., training, monitoring, reporting, measuring, etc.) before implementing the delegation of authority.

18. Ms. Siegel advised the group they would come back to this item for further discussion. Mr. Price would also provide more information at a later date.

CIVILIAN PUBLIC SERVANTS ON INTERNATIONAL OPERATIONS IN SUPPORT OF THE CF

19. Susan Harrison presented the draft policy DAOD that committee members received the week prior to the meeting. She advised that the detailed guidelines are in another document that committee members received previously. She provided a brief description of what the policy

contains. Ms. Harrison advised that there would not be a separate risk management framework document, but rather the civilian assessment will be included in the CF process framework so that the issue of civilians is dealt with in the early stages and coordinated in line with the CF planning process. Ms. Harrison then asked if there were any comments from the committee members.

20. Mr. Isaacs asked about life insurance coverage. Ms. Harrison advised that the Treasury Board High Risk Travel insurance would cover employees up to \$400K. This is consistent with what the CF receives. Mr. Isaacs asked if employees could increase their coverage to the TBS policy above the \$400K. Ms. Harrison advised that the answer is 'no'. Mr. Isaacs also asked about health coverage. Ms. Harrison advised that there are already policies in place to cover this issue.

21. Mr. Price thanked Ms. Harrison for bringing this policy to the committee.

22. Mr. Reid asked if acronym DGLR&C is the same as DGER. Ms. McCusker advised that DGER is changing their name to Director General Labour Relations and Compensation, which is more in line with the new Public Service Labour Relations Act. She advised that they are waiting for final approval of the new name.

UPDATE ON HR MODERNIZATION

23. Diane McCusker presented a 'report card' of where DND is in terms of readiness for implementation of the PSMA and what remains to be done. Training modules for labour relations are being revised to be in line with the new labour relations act. Ms. McCusker will continue to provide updates, as they are available. Mr. Price thanked Ms. McCusker for the presentation.

24. Mr. Price asked how the recourse group is doing. Bob Hanson advised that there is a series of bi-weekly meetings ongoing into November.

25. Mr. Isaacs asked for an update on HR and business planning processes. Ms. Jolicoeur advised that the guidance has been issued for HR Plans and this year statistical data would be linked to the business plans. Her staff has looked at common themes across L1s, done HR planning workshops, and continues to build/improve the process. Ms. Siegel advised that HR planning was one of the questions where we were seeking input from the client satisfaction survey. Mr. Isaacs advised that their department has done some alignment of HR plans to business plans. He asked if we are using a model or a selection of templates. Have we addressed how to risk manage those persons that we project will retire and then don't retire? Mr. Isaacs raised concerns about whether we are doing planning or "plugging holes". He advised that he raised these comments for awareness only. Ms. Siegel stated that we are still learning and developing and are currently working on making the plans active. Ms. Jolicoeur advised that the progress would be incremental as we progress and get better at the process.

UNION ISSUES

26. John Lachance gave a heads-up that we could see a number of grievances regarding classifications. This is a result of an equivalency level table that was issued by TBS. An email was sent out early September 2004 with an equivalency table done by TBS that is different from the DND table. **ACTION:** John advised that he would send a copy of the email and table to Diane McCusker.

27. **MASIS update:** Mr. Price advised that he is still waiting for site visits to take place. He had expected them to happen in June or July 2004. Ms. Jolicoeur advised that she is also waiting for confirmation of visit dates from both coasts. She will continue to push from her end for dates to be set. If necessary, Ms. Siegel will raise the issue with the new CMS. Mr. Price expressed his concern that nothing has been resolved yet.

28. Mr. Isaacs advised there is a scheduled luncheon for the ACFO members to meet the new comptroller general. The luncheon is scheduled for 6 October and there is no charge for members. He asked that Ms. Siegel speak with Mr. Monette to encourage/support FI members who wish to attend this function. This is for NCR members only.

29. Mr. Price advised that there are no other union issues at this time.

DND WFA PROCEDURES MANUAL

30. Ms. Teckles advised that the WFA Procedures manual has been updated and she will send out a notice to everyone to advise of the changes. It will be sent electronically and she requests any comments to be returned to her no later than one month after receipt of the document. Mr. Price suggested that perhaps we could wait until the current PSAC bargaining is completed before sending out the document for feedback. Ms. Teckles stated that she would take this suggestion under advisement.

ROUND TABLE

31. Yves Rochon expressed concerns with regard to the implementation of the harassment policy. In some instances, there is difficulty getting proper distance between the complainant and the accused. If the reports are slow, how do we deal with the situation until they are completed? Also, he would like to know who has the authority to separate the two individuals. Ms. Harrison asked Mr. Rochon to call her and she would advise on how to proceed. Ms. McCusker also advised that there is going to be a CRS review of the harassment process and policy. **ACTION:** Mr. Rochon is to contact Ms. Harrison directly to address the issue off-line.

32. Mr. Reid asked when the CRS review of the harassment policy would be done. Ms. McCusker advised the framework has been developed by the CRS and will go for review and approval. Mr. Reid advised that he would like to volunteer to be included in the review. Ms. McCusker said that she would request that CRS include the unions in the review.

33. Mr. Isaacs asked for any follow-up information on the issue of area of selection for FI competitions (follow-up from the May 2004 meeting discussion). Ms. Siegel advised that this issue would be discussed at the HR Council. Ms. Teckles advised that the FI-03 and FI-04 competitions have a fairly expansive area of selection for all departments across the country. Many other departments have been as comprehensive as DND has in its area of selection. Mr. Isaacs gave an example of Agriculture Canada FI-04 competitions; they are only open to Agriculture Canada employees. Severn Blades advised that the PSC no longer produces an area of selection framework. Each department is responsible to develop their own area of selection based on representation. He also looked at archives for competitions. Mr. Isaacs will follow-up directly with Ms. Teckles for further detail/information.

34. Willie Courtney expressed his satisfaction with, and thanks for, the current consultation process: "It is nice to see that true consultation does exist".

NEXT MEETING AND CLOSING REMARKS

The meeting was adjourned at 11:45 a.m. The next meeting date and location are to be determined pending confirmation of the UMCC schedule. DGER will confirm details of the next meeting as soon as they are available.

Notes prepared by:
Anne Finn

Approved by:

Shirley Siegel
Co-Chair

Hugh Price for Yves Ducharme
Co-Chair