

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

12 September 2005

Government Conference Centre, Gatineau Room, Ottawa, ON

PERMANENT MEMBERS:	FUNCTIONAL REPRESENTATION
Shirley Siegel Co-Chairperson	Assistant Deputy Minister (Human Resources-Civilian)[ADM (HR-Civ)]
Hugh Price A/Co-chairperson	Federal Government Dockyards Trade and Labour Council (West) (FGDTLC-W)
Carole Jolicoeur	Chief of Staff (COS), Assistant Deputy Minister (Human Resources-Civilian)
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)
Louyse Ledoux	Director General Learning and Professional Development (DGLPD)
Lucie Allaire	Director General Alternative Dispute Resolution
Mary L. Chamberlain	Union of National Defence Employees (UNDE)
Darryll Luesby	The Professional Institute of the Public Service of Canada (PIPSC)
Dean Reid	Federal Government Dockyards Trades and Labour Council (East) (FGDTLC-E)
Bob MacDonald	Federal Government Dockyards Chargehands (FGDC)
Milt Isaacs	The Association of Canadian Financial Officers (ACFO)
IN ATTENDANCE:	
Bob Taylor	for John Lachance, International Brotherhood of Electrical Workers, Local 2228 (IBEW)
SECRETARY:	
Susan Harrison	Director General Labour Relations and Compensation (DGLRC)
Anne Finn	Director General Labour Relations and Compensation (DGLRC)
REGRETS/ABSENT:	
Mark Boucher	Canadian Merchant Service Guild (CMSG)
Yves Ducharme	National President, Agriculture Union
John Lachance	International Brotherhood of Electrical Workers, Local 2228 (IBEW)
Dr. Peter Dunnett	Canadian Military Colleges Faculty Association (CMCFA)

OPENING REMARKS AND ACCEPTANCE OF THE AGENDA

1. The meeting convened at 09:30 a.m. Ms. Siegel welcomed the members and observers.
2. There were a number of announcements made by Ms. Siegel regarding committee membership updates:
 - Ms. Siegel welcomed Mr. Bob MacDonald to his first official UMCC HR Sub-Committee meeting as the new president of the Federal Government Dockyards Chargehands;
 - Ms. Chamberlain returns to the Committee in her new position of Executive Vice-President for UNDE. Ms. Siegel congratulated her on her election and welcomed her back in her new role;
 - Welcome to Mr. Milt Isaacs as the new President of the Association of Canadian Financial Officers (ACFO). Mr. Isaacs will continue to attend the UMCC HR Sub-Committee meetings on behalf of ACFO.
3. Ms. Siegel asked if there were any additions or changes to the agenda:
 - EAP (Ms. Chamberlain, UNDE);
 - Grievance forms (TBS) (Mr. Price, FGDTLC-W);
 - Dress code for CS employees (Mr. Luesby, PIPSC); and
 - EL Staffing (Mr. Taylor, IBEW).

Ms. Siegel noted that a request for agenda items had been sent out in advance of the meeting. She advised that they would try to address all items but cautioned members that if additional staff work is required to respond, the item will be delayed.

ACCEPTANCE OF PREVIOUS MINUTES

4. Minutes for the previous meeting, 7 June 2005, were accepted.

OLD BUSINESS

5. PSEA updates/discussion will be an ongoing agenda item until implementation.
6. The changes to the Veterans Charter will be an ongoing agenda item within the context of the PSEA.
7. HR Planning will be added to the discussion / agenda item on PSEA (agenda item 2).

PSEA IMPLEMENTATION

8. Ms. Siegel introduced Ms. Louise Teckles, DGCESP, to present an update on what is happening with PSEA implementation. The following is a summary of Ms. Teckles' presentation and discussion:
 - Stakeholder consultation regarding the policies and guidelines was done in June and July of 2005.
 - Increased focus on Human Resources Planning as essential to supporting PSEA

- Delegation will be tailored and implemented based on individual organization's readiness.
- Ms. Chamberlain asked if a union representative could accompany an employee attending a post board and could the union representative ask questions on behalf of the employee. Ms. Teckles advised that discussions are really intended to be informal and to be between managers and employees. However, the intention is for openness – thus, a union member may accompany the employee if desired by the employee.
- HR Plans will need to be shared and trust developed and nurtured. HR Plans should include the identification of shortage groups.
- All specific staffing strategies would not necessarily be included in an HR Plan. The strategy will vary from situation to situation depending on the circumstances, including the workforce availability.
- Ms. Teckles distributed a chart outlining the link between HR planning and labour management consultation.

9. Ms. Teckles outlined that in support of the coming into force of the PSEA (31 Dec 2005), the department is developing five new Defence Administrative Orders and Directives (DAOD) policies, and guidelines.

10. Mr. Roode summarized the unions' response on PSMA training requirements:

- Senior union representatives should be trained first.
- Hold one-day joint training session for both senior elected union officials and senior departmental managers.
- The training session should include real examples in the discussion/presentation, based on the new staffing process.
- Local union representative training could be done separately at the same time as the local employees.

ACTION: Union representatives are to provide a list of names of union participants for the training. The names are to be forwarded to Anne Finn (finn.al@forces.gc.ca).

11. Mr. Taylor advised that PSEA training available at the Canada School of the Public Service is open to both managers and union members at no cost. Combining the two groups has received positive feedback from participants. Mr. Price also noted that the "Getting Ready" training sessions are well worth the three-day time commitment and he recommends that all participate (union and non-union).

12. Ms. Teckles advised that a DND ADM (HR-Civ) PSEA handbook for managers would be produced. It will be similar to the one done for managers on the PSLRA implementation, last April 2005. Mr. Taylor also added that a TBS managers' toolkit for PSMA was completed and released on the 9th of September 2005. It is available on the Public Services Human Resources Management Agency of Canada (PSHRMAC) web site for more information (http://www.hrma-agrh.gc.ca/index_e.asp).

13. On the issue of eligibility of CF members to participate in advertised processes, Ms. Teckles advised committee members that based on our consultations; it would be recommended to the Civilian Human Resources Committee that managers would use discretion to decide on a

case-by-case basis. The unit's HR Plan should also support it. Mr. Isaacs would like to see clarification on what "manager discretion" includes. He expressed concern that including CF in closed competition might increase competitiveness in an already limited promotional opportunity environment. Mr. Isaacs noted that currently 45% of ACFO members have less than six years experience and are generally leaving due to the lack of promotion opportunities. Ms. Siegel advised that military managers are also concerned about the impact on the CF.

14. Mr. Luesby suggested that there is a need to define what level of management can approve inclusion of CF members in a closed competition. He stated that it should be at a high enough level to ensure that the decision is in the best interests of the larger community / organization. Ms. McCusker advised that the delegation instrument would need to be reviewed and amended as required.

RECRUITMENT STRATEGY / APPRENTICESHIP UPDATE

15. Ms. Teckles, DGCESP provided an update on the Recruitment Strategy and apprenticeship program(s). The following is a summary of Ms. Teckles' presentation and discussion:

- \$1.8 million has been allocated for recruitment programs in each of the past three years. The ADM (HR-Civ) will seek to continue funding for 2006-2007, through the Business Plan process. Ms. Teckles distributed a table showing the allocation of the funds by Group/Command. She also stated that each Group/Command is responsible to allocate their own money to their respective program within their organizations.
ACTION: DGCESP will prepare a package showing the \$ breakdown by command. The committee secretary will distribute the information. (*Secretarial note: an electronic version was distributed to all committee members on 27 September 2005*).
- As part of a study of DND apprenticeship programs, DGCESP/DGLPD are reviewing what other departments are doing with apprenticeship programs, with a view to incorporating strategies and initiatives where it makes sense.
- Ms. Siegel advised that the department, in its approach to apprenticeship and recruitment, would want to take a comprehensive approach once the results of the study have been assessed.
- The data for the EL developmental program is being reassessed further to CHRPPC direction.

RETENTION STRATEGY

16. Ms. Teckles presented a slide deck (*Secretarial note: an electronic version was distributed to all committee members on the 14th of September 2005*). The following is a summary of Ms. Teckles' presentation and discussion:

- The average attrition rate in DND is 4.6%.
- The technical and scientific groups are the most serious areas of concern.
- DGCESP is looking at success of exit interviews and lessons learned. A strategy will be developed. Mr. Isaacs requested that if consultation or focus groups were to be held that ACFO would like to volunteer to participate.

- Ms. Chamberlain raised concern about the requirement for a degree for the PE group. Ms. Read advised that the department has demonstrated flexibility in this area, when appropriate. Ms. Chamberlain and Ms. Read agreed to continue the discussion off-line.

UNION ISSUES & ROUNDTABLE

17. Ms. Chamberlain provided her issues in advance; they had been addressed at the previous meeting. Ms. Teckles provided an update to the items requested. The update included:

- PSMA training – Ms. Teckles advised that senior union officials will be invited to the managers' training for the new PSEA.
- EAP – the Ontario EAP RAP session for this year has been cancelled. It was slated to take place in Borden, with the reps staying in quarters. Ms. Chamberlain stated that this is contrary to Treasury Board directive – that is, the accommodation in quarters must be equivalent to commercial accommodation. Ms. Teckles advised that there were two options recommended to resolve the issue, one was to have everyone stay at a hotel in Barrie and be transported to Borden for the sessions, the other was to postpone the session until the issue could be resolved (possibly hold the entire session off-site at a hotel in Barrie).

18. Ms. Teckles provided a brief update on the EE action plan and EE training – DGCESP is currently assessing the EE gaps and what learning interventions will be needed for next year. She also announced that Mr. Mark Paine is the new Director of Diversity and Well Being.

19. Ms. Ledoux announced that CHRPPC approved the civilian mentoring pilot program. As a next step, the proposal will be presented at the Civilian Human Resources Committee for approval. The pilot will include 20-30 mentor/mentee pairs. The pilot, if approved, will start in November 2005 and specific regions will participate in the pilot. The time commitment is approximately 1-3 hours per month for the participants. (*Secretarial note: the presentation deck outlining the mentor program was distributed to the UMCC HR Sub-committee members electronically on 14 September 2005*).

20. Mr. Reid highlighted the fact that three HMC ships had been deployed to New Orleans to assist in the hurricane Katrina relief effort, and that over the Labour Day weekend, many civilian employees were involved in preparing the ships for their departure. He also noted that the average age of the civilians in the FMF is 47; he would like to see continuing focus on training and renewal of those positions.

21. Mr. Luesby raised an issue that was brought to his attention from CFB Kingston that management had initiated a dress code for CS employees. Ms. Harrison advised that there is no general dress code for civilians in DND and that she would follow-up with the Service Centre in Kingston. Ms. Chamberlain offered to follow-up on the situation on Mr. Luesby's behalf. (*Secretarial note: as of 22 September 05, no indication or confirmation that any action has been taken to introduce a dress code, and no grievances have been filed with the Service Centre with regard to a dress code in Kingston*).

22. Ms. Read reminded committee members that the service delivery agenda would be very active over the coming months as we approach the coming into force of the PSEA and its implementation.

23. Ms. McCusker announced that a review of the recourse processes within the Department had been done. The ADM HR-Civ, Human Resources Management Team approved that the recourse processes be centralized. Mr. Bob Hanson will head up the planning for implementation. They will look at intake, tracking, analysis and assessment. The new plan is to be implemented as of 1 January 2006. Ms. McCusker also stated that this item would be updated at a later meeting. Ms. McCusker advised that the policy work on “Time Off for Union Business” would provide high-level guidance only. A further update will be provided at a later meeting.

24. Mr. Price raised concern about the newly developed TBS grievance forms; they are only available electronically, no print copies will be distributed by TBS. Many FMF employees do not have access to computers. This also affects other operational areas. Ms. McCusker advised that she would raise the concerns centrally. (*Secretarial Note: DGLRC advised TBS staff that DND was concerned about availability of grievance forms, given that 40% of our employees do not have access to computers at their work stations.*)

NEXT MEETING AND CLOSING REMARKS

25. The meeting was adjourned at 12:30 p.m. The next meeting date is **2 December 2005** from **13:00-16:00**. The meeting will be held at the Government Conference Centre in the Gatineau Room (4th Floor). DGLRC will confirm details of the next meeting as they become available.

UMCC HR Sub-Committee Minutes 12 September 2005

Approved by:

Shirley Siegel
Co-Chair

Hugh Price
A/Co-Chair