

Land Force Atlantic Area
Headquarters
PO Box 99000 Stn Forces
Halifax NS B3K 5X5

6007-1 (Chairperson)

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11 June 2007

Distribution List

**MINUTES - LABOUR MANAGEMENT RELATIONS COMMITTEE
(LMRC) MEETING HELD AT LFAA HQ, BUILDING D201, 4TH FLOOR,
COMMANDER'S CONFERENCE ROOM – 1000-1200 HRS – 25 JANUARY 2007**

Chairperson: Ms D.A. Graham, UNDE Vice President NL and NB

Co-Chairperson: Colonel C.R. Lacroix, COS LFAA

Members: Ms H.T. Belliveau, AHRM LFAA
Mr J. Stewart, DCHR CHRSC (A)
LCol W.T. LeLievre, G1 LFAA HQ
LCol G. McNeil, G4 LFAA HQ
Capt J.F. Cross, Acting G5 LFAA HQ
Mr Doug Pike, VP UNDE NS

Regrets: Capt C.D. Tizzard, LFAA Employment Equity Officer

Secretary: Ms Collette Murray, COS Admin Asst LFAA HQ, Recording Secretary

I & II CHAIRS REMARKS

1. Ms Graham welcomed everyone back from the holiday season. Ms Graham indicated that with the Collective Agreements ready to expire our LMRC Meetings would be quite busy over the next year and a half.

2. Colonel Lacroix also welcomed everyone back from the holiday season. He agreed with Ms Graham regarding the pace of business in the upcoming year adding that in addition to collective bargaining issues we still have to sustain Task Force 1-07. He indicated that the whole issue of Essential Services for people overseas is all encompassing and we are going to have to be very diligent in ensuring the support is there for the safety and security of our deployed troops. Col Lacroix briefly mentioned some possible changes in training delivery, service contracts for delivery of some basic military training in the CTC organization, that may be handled regionally, or collectively dependant on LFTDS approach. Currently there is no great visibility within LFAA on this

initiative.

3. Ms Graham introduced and welcomed Mr. Doug Pike, VP UNDE NS, to our LMRC and he responded that he was very glad to be here. Ms Graham stated that as the VP for NS, Mr. Pike will be joining our LMRC now as he represents the members out of Aldershot, NS, and as there is an expectation of growth there, we felt it was necessary for him to join the table.

III REVIEW OF PREVIOUS MINUTES

4. Minutes were accepted as distributed.

IV OLD BUSINESS

ADR Usage outside the grievance process – Mr. Jim Stewart, DHRSC (A):

5. Mr. Stewart presented on the use of ADR outside the grievance process for Army Units only. The Dispute Resolution Centre (DRC) was asked to produce a report on this subject, report attached and distributed to the LMRC Members. This Report covers two time periods, 1 April 2005 to 31 March 2006 and 1 April 2006 to 24 January 2007 and lists all interventions. The report indicated increased usage over time.

6. Ms Graham queried if PEI fell under the Gagetown DRC or was it still under Halifax. Ms Graham stated that she has expressed this concern repeatedly as PEI falls under Gagetown COC then ADR should be through Gagetown as well. Col Lacroix wanted to know what we could do to finalize this issue with PEI-Gagetown or PEI-Halifax. Ms Belliveau stated that she would contact the DRC and ask what the status is and ask what the plan is for future service delivery. Ms Belliveau

7. Ms Graham informed the Committee that Mr. Chris Forde, National Director for ADR, would be coming to Gagetown on the 30th January 2007 and will meet with herself and Brenda Moore, President-Local 60303-Gagetown NB, to the meeting as well. Also, Ms Graham stated that this would give us another opportunity to ask about the DRC issue – PEI-Gagetown or PEI-Halifax. Ms Graham thanked Mr. Stewart for getting the information together for us and asked that he thank the DRC staff for us.

Designated group Members hired-CF/Civ-Capt Tizzard, LFAA EEO

8. Ms Belliveau advised the Committee Members that Capt Tizzard would not be attending, as she is on training. Ms Belliveau stated that Capt Tizzard did give her a brief e-mail to read, but not necessarily over the item under Old Business, as she hasn't had success in separating CF and Civ Members and she is still pursuing it.

9. Ms Graham reiterated her request for specific information as part of the standing agenda item; report on Employment Equity, to make sure that we start getting those answers. The information requested is as follows:

LFAA EEO

- a. What our numerical goals are;
- b. What our action plan is – EE plan and what it looks like and status;
- c. Amount of hiring's per group and that will help us to determine what needs to be done;
- d. Some statistics on how many Military people are being transferred into Civilian positions through the change in the Veteran's Act that are coming through with medical clearances, because there are quite a few going on now and I won't bring up the rest of the stuff on staffing under this item until later on, but these are some areas we need to know what is happening. We need to know why there are unadvertised positions going on and what is happening under the Employment Equity Staffing, so if we could get some answers like that.

10. Ms Belliveau stated that she would get to some of those items under Standing Items.

V STANDING ITEMS

EAP

11. Ms Belliveau informed the Committee that the two new chairs, Debbie Troke and Robert (Bob) Powell, have completed their Chairpersons Training in December 2006 in Quebec and they are doing exceptionally well. Ms Belliveau also informed the Committee that we are getting a Military RA, Sgt Maureen Hine, her name is being put to the Gagetown LMRC today, and it is expected that she will be accepted.

12. Ms Belliveau reported that during the period 1 October 06 to present we had one Training Session for the RAs in Gagetown. Fred Doucette of

Operational Stress Injury Social Support (OSIS) spoke on PTSD and the ripple effect on family and friends; and services and facilities offered locally to assist those affected by PTSD. Ms Belliveau stated that we are hoping to partner with the MFRC before the end of the fiscal year, to provide training for the RAs and the MFRC on grief and dealing with loss and transition to assist the caregivers deal with potential clients resulting from the upcoming deployment of soldiers on TF 1-07.

13. Ms Belliveau advised that the EAP Symposium, held bi-annually, would occur 19-22 February 2007 in Hull, Quebec. ADM (Fin CS) will be funding this event, including the costs of all participants' TD. Information on the EAP Symposium has gone out through the COC and directly to the RAs. All RAs require supervisory approval to attend and we are expecting a 100% attendance from all active RAs. Ms Belliveau advised that we are very lucky to have the co-chair of the National EAP Advisory Committee, Mr. Doug Pike, and welcomed his input to the discussion. The theme of this Symposium is on the sandwich generation, a situation that affects many in our workforce.

14. Ms Graham informed the LMRC that she also participated in the Chairperson Course in Quebec. Ms Graham mentioned that presentation skills are not part of Chairperson Training and should be considered as part of their training. Chairpersons are required to do presentations and address large groups therefore we need to focus on obtaining training for them on presentations.

15. Mr. Pike stated that at the National level it has been noted how EAP has been incorporated into caregivers working groups, especially where troops are deployed to dangerous locations. He cited Shilo as an example of where this has worked well, and suggested that it may be an appropriate model for Gagetown. He indicated that this shared the workload and allowed more time to focus on addressing issues arising from deployments. He indicated that given previous experiences, Gagetown would likely experience a higher usage of EAP during and post deployment of Task Force 1-07.

16. Ms Graham commented that where possible EAP Committee members on the union and management side should be encouraged to take EAP Training opportunities, such as the Chair Person training to assist them in their duties in supporting the EAP.

17. Ms Belliveau reported that over the period 31 October –29 February 2007 there was a total of 10 visits, five new visits, five repeat visits (Eight civilian and two military). The most cited reasons for program usage visits were family related-50% and work related-20%. Additionally three supervisors training sessions were held with approximately sixty supervisors and managers attending.

18. Ms Belliveau informed the LMRC that 2007 is the 25 Anniversary of the Employee Assistance Program (EAP) in Department of National Defence (DND), and that we are looking at ways to celebrate/publicize that locally through the EAP Committee Meetings and would welcome suggestions from the LMRCs.

Grievance Report

19. Mr. Stewart presented the LFAA Grievance Activity Analysis Report – January 2007 for the years 2004 to 2007, as attached. Discussion ensued over the effect of the pace of operations on the grievance process, the positive increase in the use of ADR in the grievance process and the requirement for a team approach in ensuring grievances are handled appropriately. Mr. Stewart stated that the Grievance process quite often is a discovery process and, again, it is one way to resolve matters.

EE

20. Ms Belliveau informed the LMRC that Ms Graham's request for EE hiring stats, split between Civilians and CF Members, was not yet available. Mr. Stewart volunteered his staff to assist Capt Tizzard to identify the number of CF members hired under the CF Disability provision.

LFAA EE O/Mr.
Jim Stewart

21. For the information purposes Ms Belliveau advised on the current review process within LFAA for EE Staffing using the EE Consultation Form distributed at the LMRC held in the fall of 2006. In response to Ms Grahams request for numerical goals and action plans Ms Belliveau responded that the numerical goals are only published every six months and that they had been distributed at the LMRC along with our action plan. Ms Graham stated that although they come out every six months, what she really wanted to know was how we are doing quarterly. Ms Belliveau indicated that given the voluntary, confidential nature of self-identification, we are tied to the report received every six months that is derived from the EE confidential database.

22. Ms Belliveau reported on behalf of Capt Tizzard that a review of the LFAA EE Consultation Forms identified that most common reason for not hiring in the under-represented EE group was because "there was no known qualified EE candidates". Given that the Labour Market availability is determined based on the existing labour pool of the designated group, what is missing is a connection to the labour pool. It is clear that there needs to be extensive outreach to find qualified EE candidates. Capt Tizzard said that she would liaise with Gagetown Management team/HRO office to determine strategies to improve our connection to the community, especially for women in trades and persons with disabilities. Ms Graham identified there were many EE members already employed that should be looked at as well to help balance the numerical goals much like the department did in the early 80's to address Women in non-

traditional roles.

23. Ms Belliveau reported on behalf of the LFAA EEO that the new Advisory Groups in Gagetown are just getting together to get first meetings scheduled and that LFAA EEO was assisting the new people to get things started.

24. Ms Belliveau distributed the 9 Jan 07 letter from CDS reference DND/CF Support To Defence Advisory Groups (DAGs), adding the letter would also be sent through the chain of command. The letter contains strong language as to Management's responsibility to support the DAGs. Ms Graham thanked Ms Belliveau for bring the letter to the attention of the LMRC, but stated that UNDE/PSAC believes that the Department is using the DAGs to bypass union consultations in the workplace as union representation is not allowed on the Advisory Groups. Ms Belliveau added that management representatives couldn't be a part of a DAG either as the groups advice to the department is not supposed to be filtered through either a union or management perspective. Both union and management members are required to leave those roles at the door. Ms Graham stated a DAG member in uniform couldn't help but be aware of the status of other uniformed members in the group. Ms. Graham indicated that the union disagrees with this exclusion and will address this at other levels.

25. Mr. Doug Pike asked Col Lacroix whether LFAA HQ participated in MARLANT Commemorative Events. Col Lacroix responded we do participate in all aspects including planning, conducting and attending. Given the rationale for and importance of commemorative events, by combining our resources we get a bigger bank for our buck. Mr. Pike was concerned that the members in Aldershot would be unable to attend events in Halifax, it was suggested that they could join in on some of the events in Greenwood as CFB Greenwood is the support base. Ms Belliveau also added that they shall be notified of any EE events or activities and material could be sent to them, for example, on International Women's Day. Ms Belliveau advised also that Capt Tizzard, who normally presents on this, works very closely with Linda Moore, in essence she is the Mil half of the EE Mil/Civ team for Marlant and the Army in Nova Scotia and they are working right now on an Aboriginal Event.

LFAA EE O

26. Ms Belliveau updated on activities in LFAA for Capt Tizzard regarding EE as follows.

- a. International Woman's Day (IWD) is the 8 March each year; however, the IWD Committee and PSAC will be having a one-day celebration 26 February 2007, at the Holiday Inn Harbourview, Dartmouth. The theme for this year is "Elimination of Discrimination and Violence Against Women". This is a full day event with keynote speakers and workshops planned for all federal government employees, including military members. Participants are

to have approval from their managers/supervisors to attend. Men are welcome to attend this celebration as well. Ms Belliveau advised that LFAA EEO is discussing with 3 ASG on ways to recognize IWD. Ms Belliveau asked if there was an event in NB that PSAC put on for IWD and Ms Graham advised that PSAC is located in Moncton NB and for them to get down to the Fredericton Area it normally doesn't happen. Ms Graham stated that as part of the Regional Women's Committee we end up organizing a function for IWD in Fredericton and it is nice to see that they are using that theme this year.

VI ARMY SUPPORT RESTRUCTURE/ARMY TRANSFORMATION/ SUPPORT REVIEW STUDY

27. LCol McNeil informed the Committee that Army Support Restructure (ASR) is an over arching title and within that we are interested in the Army Institutional Support. LCol McNeil advised that that portion of Army Support Restructure (ASR) was winding down, given higher priority initiatives. An email received from DLPM 5 referenced a meeting with UNDE 7 December 2006 that indicated the shift in focus. The Institutional Support aspect of ASR was the transfer of military positions from 3 ASG Gagetown to force generation locations of Edmonton, Petawawa and Valcartier, to be offset by civilian positions in Gagetown. No further positions will be transferred under this initiative. From the perspective of position transfers in Gagetown, ASR is complete.

28. Ms Graham questioned the ending of ASR, and the tie in with the recent letter written by Col Jestin on staffing priorities in 3 ASG/CFB Gagetown. . These priorities limit how many staffing actions that will be done per unit, per quarter. Positions that could be filled with union members may now be filled with contractors given the staffing constraints, and this includes positions arising due to ASR and TF 017 backfill. Ms Graham indicated that she understands the resource restrictions placed on Col Jestin but feels that we are losing opportunities to give our people promotions.

29. Mr. Stewart stated that what is happening in Gagetown is happening elsewhere in Atlantic Canada, and the Department, as the volume of staffing exceeds that predicted. Mr. Stewart stated that there is a shortage of personnel to complete all identified staffing requirements both on the HR and management side therefore we are looking at different strategies to try to reduce the resource requirements, such as collective staffing, and ensuring that managements priorities are met. Mr. Stewart added what Col Jestin did allows the Service Center to identify management priorities so they can focus staff resources to suit operational needs.

30. Mr. Stewart offered that the positions for contract Ms Graham mentioned goes back to Col Lacroix's introductory remarks on CTC. There was a

requirement identified in late November, early December 2006 to the Service Center in Gagetown to staff a number of positions by end January 2007. That date was not realistic as much up front work was required before staffing could commence. The project officer for LFDTS now has to consider the flexibilities available to LFDTS to address the issues in the short term. Mr. Stewart informed the LMRC staffing timeframes should be lessened in as there is now a fully trained Classification Officer onsite as well as one Classification Officer in training, therefore the wait time for classification action, where required, should be reduced. Mr. Stewart offered that there are some inter Army discussion going on between CTC, 3 ASG and the Commander in terms of prioritizing exercise.

31. Ms Graham commented that she appreciates the background, however she remains concerned about the use of contractors and loss of opportunities for Gagetown employees.

32. Mr. Stewart stated that the only decision that he was aware of on contracting was the decision CTC LFDTC Kingston made based on what they decided was required to meet Project needs in the interim period.

33. Ms Graham queried whether civilian terms or casuals will be used for backfill for support to Task Force 107/ASR. Mr. Stewart responded that they would be replacing military members by terms where possible, as the casual work term restrictions are shorter than most of the identified need.

34. Col Lacroix stated that we have to make our schools function in relation to today's operational tempos that require greater numbers of military positions. If we don't address this issue we will not be able to give the basic skill sets to soldiers that are deployed. The Army has recognized that some positions can be filled by civilians, freeing up military positions, or augmenting the military workforce. It is a great concept, but it may not be fast enough for the Army needs. CF Expansion is putting more pressure on the institutional side; we are growing without necessarily the resources in place to support that growth. The Army is getting 3,000 new members in the next three years and those members have to be trained before they can be assigned to units. We know that we are not going to be able to meet all those requirements, it's not a question of money, it's a question of time and staffing and training resources. Time is our enemy and we need people now and not tomorrow. We need to understand, particularly from the Union side, is that we're faced with a triple whammy and we're trying to mitigate as best as we can.

35. Ms Graham stated that this topic of contracting out was never going to be agreed upon by the Union. She understood that this staffing issue was for more than CTC positions and included every unit across the Base. Also, with respect to the pools for CRs, Ms Graham stated that creating staffing pools might address some of these issues, however they are not yet in place and therefore labour concerns remain. Ms Graham stated that this has been brought up at the

Base LMRC.

36. Ms Belliveau stated that it was her understanding that the CTC trainers to be contracted out were for skill sets that do not exist in the Civilian workplace, for example parachute jumping training. Ms Graham said this was understandable. Ms Belliveau reiterated that the staffing priorities letter only indicated what was to be staffed first, other requests would be staffed but it would take time as they were not on the priority list and would get done as time and resources permit. Therefore casual staffing, acting assignments or other ways of meeting the gap, are being used until staffing can occur. She understood that the Jet Program has recently been stood up in Gagetown, which should allow for future developmental assignments for indeterminate employees.

37. Ms Graham reiterated UNDE's position that Base employees be given first consideration for public service positions on Base, both as learning opportunities through acting or learning assignments etc and through internal competitions. Ms Graham indicated that this might help achieve our EE Goals as it could serve to move female and other DGMs out of the Administrative Support group if we open up opportunities for career changes.

38. Ms Belliveau stated that she would investigate these concerns adding that she does review the hiring stats every two months. Approximately 90% of the new hires are casual at the entry level, which means that there is no opportunity for those people to apply for Public Service jobs or affecting acting assignments for those in that workstream. Ms Belliveau stated that she would look at the specific concerns raised and bring some hard data back to the LMRC in June. Ms Graham agreed to this action. Ms Belliveau

39. Ms Belliveau asked that we move to take ASR portion off the Agenda due to the 7 December 2006 announcement indicating the Institutional Support portion of ASR has been put on hold, this can be put back on if the need arises if the HR strategy become reinstated. All agreed.

40. Ms Murray advised that the G5 had sent an email advising the LMRC that there were no changes to Army Transformation since last meeting. Ms Graham also stated that for her Area that they were not having too many problems with Army Transformation and that Moncton was still staying open and that was a good part.

VII ESSENTIAL SERVICE AGREEMENT DEVELOPMENT UPDATE

41. Mr Stewart explained that due to the expiry dates for contracts for PSAC Tables one and two, we are going to be negotiating for Essential Service Agreements (ESA's) which specify which positions of these bargaining units will be required to report to work during any labour action of these units. The

negotiations will be conducted and managed through the current command structures, however the Comd JTFA will be provided an overview of the process and outcomes to ensure that JTFA can adequately respond to domestic issues during any labour actions. The Service Center Atlantic will be providing support and training to managers Base with the ESA development process.

42. Ms Belliveau informed the LMRC that the Commander LFAA has been briefed on what Essential Services Agreements are and we are waiting for the Land, Air and Navy to develop the ESA definition of Essential Services and the level of service required to ensure the safety and security of the public. They are hoping to have something out by the end of January 2007, but it may turn into mid February. Right now we are going on departmentally imposed time lines, not the Treasury Board imposed time lines, so we have a little flexibility in terms of making sure we get it right up front. Ms Belliveau informed the LMRC of the expected process for ESA development within LFAA. We are proposing at the Area level only disputed positions get reviewed and that what is accepted at Level 3 will automatically be accepted at level two and higher. Level two guidance is going to focus largely on the requirement to establish a strong tie to the criteria for safety and security of the public in the ES rational and importance of the choice of the management contact. The management contact for each position should be a subject matter expert both to defend the rational and the tie in to safety and security designation.

43. Ms Graham wanted to know if Base Gagetown has been notified of its obligation to negotiate with the local members there on the ESA, as this had been problematic in the past, adding that labour had to come to the Area level regarding negotiating issues. Ms Graham indicated that she expected the consultation framework to be followed by both sides when negotiating ESAs on how we were going to do our ESA.

44. Ms. Belliveau informed the LMRC to date she has received Adm HR Civ's e-mail talking re: Essential Services and from that she prepared a heads up and sent it out to the Commanders in the Area talking about the need to negotiate. Ms Belliveau was unsure of which consultation framework Ms Graham was referring too, there is a framework for Labour Management Consultation within the department (Secretarial Note: Post LMRC it was clarified that the framework in question was the ESA Consultation Framework, in draft form at the time of the Jan 07 LMRC)

45. Mr. Pike asked if Donna Stringer was going to be our OPI and Mr. Stewart advised that any dispute process in Level 2 that Donna Stringer LR SME, will be CHRSC (A) rep, she will bring cross command insight. Mr. Pike advised on the way ahead for UNDE in N.S. adding that Aldershot will be covered in negotiations by the CFB Greenwood Local president Colleen Hodder. Regarding LFAA employees in Hfx, he was unsure as to the locals who would be negotiating ESA's. Mr. Pike requested a list of employees in the Hfx area

with just their names, initials and classification and he can look at his Local list to see where there are and can make sure that those Locals are aware of their responsibility to negotiate. Ms Belliveau to action.

46. Ms Graham advised that her group is being trained on the 14 and 15 February 2007. Mr. Stewart queried whether the training materials could be shared, not negotiation strategy, but what touches on those things like definitions and what they are going to be looking for in proposals. Management, through Donna Stringer, has offered their training materials to the union. Ms Graham offered to see if she could email the labour training package to Ms Donna Stringer and Mr. Stewart. This will aid appreciation of perspectives regarding the negotiation process. Ms Belliveau stated that this sharing approach is very important, as it will aid in the appreciation of perspectives regarding the negotiation process before negotiations begin.

47. Mr Pike emphasized that a Member once trained to negotiate, and part of the negotiation team, is going to be tied up in this for some time and management has to support this time away from the workplace. Mr. Stewart stated that any issues that arise regarding time away from the workplace have to go back through the chain of command. Ms Belliveau added that this should not be a concern in LFAA and direction would be forthcoming before negotiations begin.

VII ROUND TABLE

48. Mr. Stewart reminded all that the call for the Civilian Personnel Education Support Program previously known as the Civilian Scholarship Program has been promulgated.

49. Mr. Pike informed the Committee that he's been asked by to serve on the DND Award's Committee. He stated that it was an honor for him to have been asked to serve on this Committee, he knows there will be some nominations from the East Coast both Civilian and Military and the ceremony itself will be in June up in Ottawa. He added that this has been a good first meeting and it is good to be back.

50. LCol McNeil stated that he just came from the Army G4 Meeting and it is one of his priorities to stand up a project to look at what the Base support requirement for all Bases, all ASUs across the country, but because of the magnitude of the project said he doesn't expect to see any results soon.

51. Col Lacroix stated that he would be discussing Essential Services with Ms Belliveau during the coming months.

52. Ms Graham informed the LMRC that she is a member of the National Bargaining Team; therefore she will be very involved at the National level for

the foreseeable future. Ms Graham stated if there is any threat of labour action she hopes to see the CFB Gagetown do the same thing that they did last time, put a Committee in place and talk about the rules of engagement before a strike actually takes place. This was quite successful resulting in a smoother return to the workplace post strike. Ms Graham also informed the LMRC that she is now back on the DIN and you can now e-mail her.

VIII ADJOURNMENT AND NEXT MEETING

53. The Chair and Co-Chair thanked all for coming and requested a tentative timeframe for the next meeting. The proposed timeframe by the members of the LMRC is 28 June 2007 and the Co-Chair suggested that if he is transferred this year that his replacement as COS LFAA, if he is on the ground, should attend this Meeting, as well. The proposed Meeting Place will be the Commander's Conference Room on the 4th Floor Building D201 – 1000 hrs to 1200 hrs. The time, place and date will be finalized and announced pending calendar reviews of the COS LFAA and the VP UNDE NL and NB. COS LFAA to chair.

Ms D.A. Graham
UNDE Vice President NL and NB
Chairperson

C.R. Lacroix
Colonel
Chief of Staff LFAA
Co-Chairperson

Ms C.M. Murray
Secretary to COS LFAA
Secretary

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Brenda Moore, President - Local 60303 - Gagetown NB