

LFWA

6007-20 (COS)

21 April 1998

Distribution List

MINUTES OF A MEETING OF THE LAND FORCE
WESTERN AREA LABOUR MANAGEMENT RELATIONS
COMMITTEE HELD IN THE LAND FORCE WESTERN AREA
CONFERENCE ROOM AT 1000 HOURS ON 17 APRIL 1998

Chairpersons:

Col M.D. Capstick - Chief of Staff

Mr Brian Molsberry - Vice President - Manitoba and Saskatchewan

Members:

Mr F.W. (Rick) Brick - Director of Human Resource Management

Capt T. Brooks - ASD Coordinator

Mr Ron Cutler - Vice President - Alberta and the North

Major R.E. Fenton - Area Engineer Representative

Mrs Colleen McCubbing - Staff Officer Civilian Program Management

Major A. Miller - Area Comptroller

LCol A.C. Patch - G4

Major T.J. Reaume - 1 ASG G1

Mr Garry Robinson - Vice President - British Columbia

In Attendance:

LCol T.J. Grant - DCOS

Major J.A. Porter - ALFR

DISCUSSION

ACTION BY

INTRODUCTORY REMARKS

1. Col Capstick opened the meeting and introduced himself to the group. Col Capstick replaced LCol Hilton as the Chief of Staff for Land Force Western Area and will remain in that role until this summer when LCol Grant will assume the position.
2. Col Capstick stressed the need for strong levels of communication especially given current activities such as ASD. The COS emphasised that much of the information regarding ASD was not available at this level, but the need for it to be actively pursued and shared was critical.

3. LCol Grant was introduced to the committee by Mr Brick. He is currently the Deputy Chief of Staff for Land Force Western Area.

OLD BUSINESS

Adoption of the Minutes

4. As there were no errors or omissions, the minutes of the previous meeting were adopted as printed.

Civilian Personnel Reengineering

5. Mr Brick provided the committee with an update on the subject restructure. Since the last meeting, Mrs Brenda Stouffer has been indeterminately appointed at ASU Shilo as their Human Resource Business Manager (HRBM). CFB Suffield has now appointed Ms BrendaLea Watt into their second HRBM position. That finalizes the staffing of the LFWA HRBM positions.

6. The financial transfer between the Army and ADM (Per) is basically completed. The decision taken by CLS is that, based on the transfer of funds, the Civilian Personnel Service Centre (CPSC) will have complete responsibility to fund the travel, training and salary expenses for their staff. Management is responsible for the provision of suitable office space and basic office supplies. In accordance with the applicable LFWAD, any additional expenses need to be discussed with LFWA prior to approval. That will ensure consistent application.

7. DHRM provided the committee members with a draft copy of the proposed Service Level Agreement (SLA). The SLA outlines the services that are to be provided by the CPSC. The document is also useful in relation to assisting managers with the division of duties between the HRBMs and the CPSC.

8. A meeting is being arranged by Mr DHRM Molsberry between UNDE executives, CPSC staff, 1 CAD and LFWA. The purpose of the meeting will be to discuss the need for communication among all parties as well as the division of duties and responsibilities. Col Capstick indicated that LFWA would participate and DHRM will make the necessary arrangements.

NEW BUSINESS

EAP Update

9. Mrs McCubbing provided the committee with an update on this program. Highlights of her presentation are as follows.

10. EAP in LFWA is alive and well. The Rap Session held on 16 and 17 Mar 98 was attended by 21 persons and reports indicate that the session was very successful. The presentors' accounts of living through a downsizing situation and providing information as to the availability of resources should individuals wish to upgrade/acquire skills provided a positive focus. Communication was noted as being a key to the survival of employees/ members in these uncertain times. Mrs. McCubbing passed on, from DLP 5, congratulations on the success of the EAP Program in the "prairies" as had been discussed at the last National EAP Advisory Committee Meeting.

11. Mrs McCubbing noted that, although the Comds EAP Chairpersons have indicated that their respective Commanders or representatives appreciate their efforts, it is imperative that both union and management acknowledge the importance of the contribution made by these volunteers. In consultation with her 1 CAD counterpart, Mrs McCubbing will be exploring the possibility of setting up an appreciation program.

HR Working Group

12. Mr Brick informed the committee that the first meeting of the HR Working group had taken place on 16 Apr 98 and had gone quite well. The purpose of the group was to examine the Human Resource (HR) needs of the civilian workforce and to try and develop a comprehensive HR plan for LFWA. Mr Brick was quite emphatic that, while management can certainly assist, the primary responsibility for an employee's career rests with that individual.

13. Potentially included in the managerial review would be an examination of what skill sets our civilian staff currently possess, what knowledge and abilities are required now and in the future and how management can deal with any existing or future delta in those areas. Col Capstick pointed out that such an examination was an important and difficult task. As such, it should be viewed as a long term initiative.

14. DHRM expressed that some excellent work has already been carried out at a number of LFWA sites. As such, we would not be starting with a completely blank slate.

15. Mr Molsberry asked that the name of the group be changed to remove any reference to ASD since the committee had no direct responsibilities in that area. Col Capstick agreed and commented that

the role of the committee was to examine issues that were much broader than just ASD.

16. Mr Molsberry stated that UNDE supports DHRM such initiatives and is pleased to see LFWA taking such a step. He commented however, that it is important that management provide the funding necessary for such a project. Such funding increases would likely be in the area of civilian training and development. He and Mr Cutler also stressed the need for union consultation and involvement. Col Capstick directed that Mr Brick follow-up on the related funding issues.

17. Mr Molsberry requested that a meeting be COS arranged of all local presidents within LFWA area of operation to provide an overview briefing and the opportunity for them to input into the process. He stressed that such involvement is important. Col Capstick indicated that LFWA would follow-up on this request with the applicable local managers.

18. The issue of non-LFWA locals attending VP MB was discussed. Mr Molsberry and Mr Cutler strongly supported such involvement since those units receive Civilian Personnel support from LFWA and everyone has something they can bring to the process. Mr Brick commented that the Civilian Personnel administrative support received by all parties comes from the Service Centre and not from LFWA. It was also clearly enunciated that under no circumstance would LFWA funds be used for non-LFWA units. Mr Molsberry said he would approach the Service Centre to see if they would fund these units.

19. Mr Brick indicated that he would keep DHRM the committee informed on this matter at future meetings.

1 ASG Update

20. Major Reaume stated that he was representing 1 ASG. With the stand-up of ASU Edmonton on 1 Feb 98, the division was now quite clear between ASU Edmonton and 1 ASG.

21. Mr Molsberry queried the structure of 1 ASG, its LMRC process and how the union will be kept informed of its civilian related activities. Mr Brick explained that each ASUs with a significant civilian population, has an LMRC process in place. As the vast bulk of the 1 ASG civilian employees work within the ASUs, the majority of civilian issues would occur at that level.

22. 1 ASG is also now represented on the LFWA LMRC process. Their delegate will normally be their Chief of Staff (COS). Given that the majority of LFWA civilians are employed within 1 ASG elements, that formation's participation on this committee is extremely important. In addition, Col Capstick pointed out that the DHRM functions as their Human Resource Business Manager (HRBM), in addition to his LFWA responsibilities.

Universal Classification System (UCS)

23. Mr Brick outlined the status of the UCS project including the information he had just received through a conference call earlier that morning. At this point in time, the UCS project must be completed by 31 December 1998. The project itself involves:

- a. examining all current civilian positions to ensure they are accurately described under the existing system;
- b. rewriting and obtaining classification decisions on all positions where the existing work descriptions are not current. Mr Brick advised that he had just been informed that a deadline of 1 July 1998 has now been assigned to this phase of the project;
- c. training managers on the new classification system to enable them to be able to write work descriptions in the new format. This cannot occur until the new standard is issued and that is currently expected no earlier than mid-June 1998;
- d. writing work descriptions for all civilian positions using the UCS format;
- e. obtaining classification decisions using the new UCS standard. This work will be done in part by the Service Centres, but will involve managers participating on evaluation committees; and
- f. transmitting the results to Treasury Board no later than 31 December 1998.

24. The workload associated with this project is very large and the timeframe we have to accomplish the objectives are becoming increasingly shorter. DHRM pointed out that if management is to accomplish this exercise, it will be important to look at various options such as using model work descriptions for like positions.

25. Mr Molsberry commented that while the union understood the timeframes assigned by Treasury Board, they would be closely scrutinizing the process used. Under no circumstances would they be receptive to a program that failed to provide their members with sufficient time for review or acceptable work descriptions.

ASD Reviews

26. The UNDE members agreed that there is currently no new information that would allow any update in regard to ASD. The main issues remain before the Defence Management Committee and are outside the control of LFWA. However, discussion did follow on some related matters.

27. Mr Molsberry pointed out that he saw a strong need for the development of business reviews on how we are currently conducting operations. Such reviews would help move us towards a Most Efficient Organization (MEO) status as well as outline the actual existing structure and initiatives.

28. Col Capstick agreed that the idea should be examined. Mr Molsberry asked that the union be included along with HR and ASD staff on any such reviews. Col Capstick agreed to keep the union informed on this issue.

29. Both management and union representatives expressed concern over some of the financial and personnel numbers being provided by DGMRS staff. It was unknown where these numbers were coming from since in many cases, they had no relation to the information provided by LFWA. In many instances, we were unable to determine even how the numbers had been arrived at. Mr Cutler and Mr Molsberry stated that they had the same difficulty and have repeatedly expressed that concern.

30. Mr Molsberry voiced his apprehension that the numbers being provided by DGMRS seem to be inflated, particularly as they relate to potential savings. In many cases, they are ignoring the expenses related to core functions and other military activities. As such, it is imperative for LFWA to be a member of and fully participate on any ASD reviews within its boundaries.

31. Mr Molsberry expressed his concern with the ASD process within National Defence. Although the Department has a six step process that is to be followed, there have been no instances when that procedure has actually been used as designed. Capt Brooks informed

the committee that there were some examples within the Navy of the process being followed as outlined, but that Mr Molsberry's point was well taken.

32. Mr Molsberry concluded his remarks by stating that the only matter which seemed to be agreed to by all parties was that most savings would occur from the reduction of civilian positions. Obviously the union does not support the targeting of the civilian workforce in this manner. The mix of military and civilian positions within the Department seems to meet everyone's needs and we would all be the loser if that is not the case in the future.

Work Force Adjustment Directive

33. Mr Brick asked if the union still wanted a briefing on the WFAD negotiations. He stated that the information he had was consistent with what they already knew and that LFWA staff had already been briefed on this matter. The union members agreed that the briefing would serve no purpose and the committee moved on to the next point.

Budget Overview

34. Major Miller addressed this topic. He UNDE stated that the information requested by the union was contained in the AOP that they had been provided. Mr Molsberry responded that the union members would review the document and advise of any additional questions that may occur at that time.

35. Major Miller reminded the committee members that the numbers in the AOP were subject to change. Indeed a revised funding model was expected from CLS in the near future. However, it was expected that we would not be seriously disadvantaged by any changes.

36. Major Miller concluded his remarks by stating that the 98/99 funding model includes monies for the anticipated public service wage increases applicable to the current Fiscal Year (FY). For the increase applicable to FY 97/98, LFWA protected 2.1% of its salary wage envelope last year. If the actual increase is more, LFWA will have to cover the difference from its FY 98/99 allocation.

37. Mr Molsberry expressed concern over the annual "March of Dimes". That being the process of significant expenditures occurring at the end of a fiscal year. In times of serious financial shortfalls, that was bound to leave a bad taste in people's mouths, even though the expenditures were for legitimately needed items. The appearance of

those expenditures causes a great deal of frustration with both military and civilian staff.

38. Col Capstick commented that as a Department, we are getting better in our budget planning process. The current emphasis on Operating Plans was proving to be very beneficial.

39. Major Miller and Mr Molsberry discussed All the subject of Activity Based Costing (ABC). Both pointed out that all parties must appreciate that ABC is a management tool not a costing tool. The procedure has limitations that must be recognized by users.

40. Mr Robinson commented on problems that have developed with an ABC project on the West Coast.

Supply System Review

41. Mr Cutler informed the committee that he VP AB was the UNDE representative on that committee. It was currently expected that it would meet again in about two weeks. Mr Cutler promised to keep LFWA staff informed on the progress of this matter.

Financial & Personnel Figures

42. Col Capstick indicated that the UNDE members have been provided with a copy of the LFWA Area Operating Plan (AOP). That document is based on funding model version five. We are currently working with version six but have not updated the Plan as another iteration will be forthcoming. As such, the numbers provided need to be interpreted in that light.

Core and Non-Core Breakdown

43. Capt Brooks provided the committee with an analysis regarding the subject of core and non-core. He cautioned the committee members that the "numbers" include various assumptions and are in draft at this point. Captain Brooks also commented that the definitions of core and non-core varies between DGMRS and the Land Staff.

44. LCol Patch informed the committee on the nature of this issue. He discussed the definitions assigned to core, military essential and DND essential.

LFWA Staff Numbers

45. Mr Molsberry asked that this issue be DHRM

left as a standing item on the agenda. It is important that financial and personnel numbers be provided on an on-going basis. Mr Brick indicated that the AOP would provide the UNDE staff with the majority of the statistical information they had requested.

46. DHRM asked that the UNDE members advise DHRM him of any additional information they require after they have read the Plan. Mr Molsberry commented that the union is using the information to keep its members informed and to ensure that accurate figures are reflected when these issues are discussed.

Civilian Separation Statistics

47. Mr Brick indicated that he has requested DHRM the data from the Service Centre staff. That being said, problems associated with the stand-up of the Peoplesoft program could make extracting this information problematic. DHRM indicated that he would keep the committee members informed on the progress of this item.

ITEMS FROM COMMITTEE MEMBERS

Suffield Issues

48. The union reminded the committee that they expect the opportunity to take part in the ASD review regarding CFB Suffield. Mr Cutler commented that he understood a meeting was being arranged at Calgary for June/July 1998. Major Porter commented that such a meeting had been arranged and he was representing LFWA.

49. Mr Cutler and Mr Molsberry indicated ALFR that they thought Col Irwin would be present at this meeting. Mr Molsberry and Mr Cutler reminded the committee that they had previously requested Col Irwin brief the LMRC committee. Mr Brick suggested that fitting our regular meeting into Col Irwin's schedule was not highly probable. The feasibility of having Col Irwin conduct a separate briefing in conjunction with the Calgary meeting was suggested. Major Porter was tasked with conducting the follow-up on this matter.

Secretarial Note: This item is currently being examined and a number of options are being considered. As a minimum, Major Porter can provide an update briefing at the next LMRC.

BC Representative Report

50. Mr Robinson informed the committee that DHRM

with the closure of CFB Chilliwack he no longer saw his attendance at these meetings as required. Mr Robinson suggested that the money associated with his attendance could be better spent by having a local union president attend as the third union delegate to the LMRC. Col Capstick directed DHRM to review this matter and provide him with recommendations.

51. Mr Robinson stated that he wanted to go on record that B.C. is being hit just as hard as everyone with these reductions. There seems to be a feeling that B.C. is somehow being exempted. The management side of the committee expressed that given the closure of CFB Chilliwack, we were only too well aware of reductions in B.C.

52. On behalf of the Committee, Col Capstick DHRM thanked Mr Robinson for his dedication to the LMRC process within LFWA. Mr Molsberry asked that since there still are some LFWA civilians within B.C., that Mr Robinson remain on distribution. Mr Brick indicated that he would look after ensuring this took place.

Replacement for Mr Cutler

53. Mr Cutler stated that he would be assuming the role of Executive Vice President this summer. He would be replaced as the Vice President Alberta and North by Mr Wally Wagner from CFB Suffield.

54. On behalf of the Committee, Col Capstick thanked Mr Cutler for his work with the group. Mr Cutler thanked the other members for their support and willingness to look at problem solving.

Need for Communication

55. Mr Molsberry expressed his thanks to all DHRM parties for the willingness to communicate and cooperate. Such actions have served us well in the past and will continue to in the future.

Presentation at an Area Council

56. Mr Molsberry asked that the union be given the opportunity to attend an Area Council meeting. The purpose would be to brief the members on the current issues from the union's perspective. He went on to state that a similar request had been granted by 1 CAD and the briefing and questions had taken 15 to 30 minutes.

57. Col Capstick asked Mr Brick to forward a DHRM note to him and he would follow-up on the COS

DISCUSSION

ACTION BY

matter with the Comd.

Service Centre Membership on LMRC

58. The issue of having a representative DHRM from the Service Centre attend future meetings was discussed. The committee agreed that such representation would be useful when related issues were being discussed and that the Service Centre representation would be on an ex-officio basis. Mr Brick will follow-up with the Service Centre Director for the Prairies.

NEXT MEETING

59. The next meeting will be scheduled for DHRM around July 1998. Mr Brick was tasked with making the necessary arrangements.

60. Col Capstick indicated that this was his first and would probably be his last meeting. He stated that the experience was of value however, as in his next position, he would be responsible for advising on all Land Staff personnel.

CONCLUSION

61. There being no further business to discuss, the meeting concluded at 1155 hours.

Recommended for approval:

F.W. Brick
Director of Human Resource Management
Executive Secretary

Approved/Not approved

M.D. Capstick
Colonel
Chief of Staff
Co-Chairperson

Approved/Not approved

Brian Molsberry
Vice President (Manitoba/Saskatchewan)
Co-Chairperson

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