

LFWA

6007-20 (COS)

04 June 1999

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 0900 HOURS ON 20 MAY 1999

Chairpersons:

Col T.J. Grant - Chief of Staff

Mr Brian Molsberry - Vice President - Manitoba and Saskatchewan

Members:

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

Mr B.E. Cairns - Acting Assistant DHRM

Capt Y. Chung - Area Comptroller Representative

Mr J. Naamen - Acting Vice President - Alberta and the North

LCol E.F. Parker - 1 ASG Chief of Staff

LCol A.C. Patch - G4/1 ASG MEO Coordinator

Ex-Officio

Mr Ian Hamelin - Director - Civ Pers Service Centre (Prairies)

DISCUSSION

ACTION BY

INTRODUCTORY REMARKS

1. Col Grant opened the meeting at 0915 hours and introduced himself to the group. Col Grant commented that it had been some nine months since our last meeting due to various factors such as strike activity. He went on to express that he was pleased we were back at this forum.

2. Mr Molsberry indicated it was important All to ensure that the time-frames between meetings were reduced. Col Grant concurred.

OLD BUSINESS AND STANDING ISSUES

Adoption of the Minutes

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

EAP Update

5. Mr Brick advised that in Mrs McCubbing's absence, Mr Blair Cairns would provide the report. Mr Cairns informed the committee that a Rap session was currently being planned for August. Also in the planning stages were Referral Agent training at the end of September, and a Chairpersons' workshop for June.

6. There are currently 50 Committee Chairpersons and 260 Referral Agents across National Defence.

7. Mr Cairns concluded his remarks by advising that interest in the program is up as are the usage statistics. The rise in usage seems primarily related to the continued uncertainty regarding employment. Both Suffield and Shilo have requested additional Referral Agents.

8. Col Grant informed the committee that this program was a valuable asset to both management and civilian staff. It is also becoming a more topical issue since the military is now looking at a similar program.

9. Col Grant went on to say that management is concerned that the numbers of referral are steadily rising. That is indicative of the stress and pressures that employees are under.

10. Mr Molsberry questioned who funds what in regard to EAP. Mr Brick identified that the funding for the program was joint with some being provided by NDHQ which is supplemented by Commands and Units.

11. Mr Molsberry asked that the minutes DHRM reflect the joint nature of EAP. More specifically the fact that appointment, removal and retention as an RA and Chairperson require the mutual support of both management and the union. Col Grant concurred with that interpretation and also asked that the minutes reflect that fact.

12. Mr Molsberry also requested that the DHRM minutes include a reminder of EAP's ex-officio status at LMRCs.

Depending on the nature of the discussions, it may well be necessary to ask that individual to leave a meeting so they are not put into a conflict of interest scenario.

13. The Committee discussed the invaluable work done by EAP volunteers. The program demands a great deal from these staff members and they are to be congratulated for their selfless work. EAP is not something that can be turned off at 1600 hours; rather, as most of the volunteers find, it tends to go home with you. Mr Cairns and Col Grant discussed the requirement for a "care for the care-givers" type of program.

#### 1 ASG Update

14. LCol Parker outlined that 1 ASG has absorbed the recent budget cuts in a number of different ways. These include the postponing of major recapitalization of buildings, reduction in security contracts, phasing-out the water subsidy of PMQs, increasing agricultural land revenue retention, increasing CFHA revenue retention and by reductions in SWE. SWE reductions are primarily with term employees such as in Food Services.

15. Col Selbie has decided that there will be no arbitrary cuts. Based on his discussions with BGen Ross, it has been determined that slower is better. We need to make sure decisions are correct and will stand the test of time.

16. LCol Parker went on to state that 1 ASG is committed towards continuous improvement and heading towards the amorphous target of an MEO. One of the problems facing 1 ASG is that the baseline has not been quarantined. As a result, many external organizations are using figures that have not been accurate in years.

17. Mr Molsberry advised that there would be UNDE an ASD steering committee pre-briefing on 16 Jun 99. Mr Molsberry offered to share any information that comes out of the meeting.

18. Mr Molsberry went on to request that management indeterminately staff any position where the incumbent has been employed for more than 18 months. Mr Molsberry acknowledged that in some cases the union had supported deletions to enable their members to leave with packages. However, there is evidence that some of these positions are needed.

19. Mr Hamelin mentioned that the Treasury Board policy is that employees are made indeterminate after they have completed five

years of service. Mr Naamen expressed that perhaps the policy needed to be re-examined given the realities of the workplace. We do need these people badly yet we let them go only to rehire them.

20. The issue was discussed by the committee DHRM and the reasons for term employees was outlined. It was noted that authority to hire a number of indeterminate staff at Wainwright and Suffield had recently been given. Mr Brick informed the committee that LFWA would shortly be issuing its Vacancy Management Framework with a number of changes. Mr Molsberry asked that the UNDE LMRC members be provided with a copy of that document. Mr Brick is to ensure this is done.

Statement of Work

21. Mr Molsberry also stated that he felt management needs to develop a clear statement of work as to what is required and what tasks need to be done. Failure to do so means that every time we are exposed to a cut in resources, the SWE and O&M gets reduced while consultants get rich.

22. The management team remarked that ABC will provide much more detail on costs. In addition, the business planning process has been enhanced every year and the reports are getting better.

23. Formations are encouraged to make their operating plans available to the unions. LCol Parker commented that he saw the operating plan approach as a valuable tool. He went on to say that 1 ASG is being held accountable by their COs for taskings and resources based on those plans.

24. Col Grant and LCol Patch commented that a statement of work is an important tool but the funding to create such a document are not available and the AOP and subordinate documents are a form of "statement of work". In addition, it cannot be done in the absence of standards.

Employability Training

25. Mr Brick indicated that at the recent DHRM UNDE Council of Locals, he had provided a listing of how these monies were used last fiscal year. He is currently compiling a more precise listing of projects and the number of civilian employees who were affected by each of those initiatives. A copy of that listing will be provided to the UNDE Vice Presidents.

## DISCUSSION

## ACTION BY

26. Mr Molsberry stressed that management has a responsibility to train its workforce; that responsibility is not meant to be met through the use of employability monies which is specifically directed to enhancing the marketability of our civilian workforce.

27. Mr Molsberry went on to emphasize that DHRM the vast majority of funding for employability was being directed towards indeterminate employees. Management has a responsibility to provide training required for current skills and knowledge; that obligation exists regardless of the tenure of the employee. Mr Molsberry asked that the minutes reflect this obligation and concern. Col Grant concurred and directed Mr Brick to make the appropriate notation in the minutes.

28. Mr Molsberry asked Mr Brick if he had UNDE received any information on certifications from Mr Cutler. Mr Brick stated that he had not. Mr Molsberry will follow-up.

### Military and Civilian Employee Numbers

29. Mr Brick advised that he had briefed DHRM the union representatives at the recent UNDE Council of Locals in Winnipeg. As such, no further or updated numbers were available. It is understood that this item will be requested at each LMRC meeting.

30. Col Grant indicated that the union DHRM representatives could be provided a copy of the parade status report on a quarterly basis. It provides some, but not all of the information on military staff that is being requested. Mr Molsberry indicated that this would be an excellent first step. Col Grant directed Mr Brick to provide the information.

31. Mr Hamelin acknowledged that the civilian CPSC portion of such reports is a CPSC responsibility. However, given the problems with PeopleSoft, it cannot be readily provided. It would be a massive workload to try and extract the information by hand. Mr Hamelin expressed his willingness to continue looking for a solution to this problem.

### NEW BUSINESS

#### Financial Breakdown

32. Mr Brick will provide an electronic copy of the Area's operating plan. This will give the union the information they need.

33. In response to a question from Mr Molsberry, Col Grant stated that there was a limited amount of "March madness" this year. We saw an excellent improvement over previous years. LCol Parker outlined that there was a deliberate decision on how we would spend that money. As such, the money was well spent and not simply expended.

#### LMRCs within LFWA

34. Mr Molsberry and Col Grant addressed the frequency of these meetings within LFWA. It was noted that the strike had resulted in meetings not taking place. As the strike was now over, it was important to "get back to business". Holding LMRCs is an important part of the on-going dialogue between management and employees. While the frequency of meetings is something best left to each local committee, as a minimum, it is expected they will meet quarterly.

#### Military Pay Comparability

35. Mr Molsberry had asked for a copy of the study that shows the comparability of military and public service wages. While Col Grant, Capt Chung and LCol Parker all commented that it is often referred to, they have never actually seen the document. It is assumed that this was the document used to determine the comparability increases to military wage rates.

36. Mr Molsberry expressed that a sharing of UNDE the information is needed. If there is a such a report, where is it? Mr Molsberry indicated that he will raise this issue at the higher level LMRCs. Col Grant asked that he share his findings with this LMRC.

37. Col Grant also directed Capt Chung to A Compt request a copy of the study through the financial network. Col Grant reminded the committee of the need to remember that part of the comparability issue deals with environmental issues such as overtime, deployability, etc.

#### Cost for Military and Civilian SWEs

38. Mr Molsberry asked if he could be DHRM provided with a copy of the Cost Factors Manual. As LFWA has no electronic copy, Mr Molsberry will pursue this at a higher level within the organization.

39. In response to a question, Capt Chung informed the committee that the salary costs for LFWA personnel was approximately \$263M for

the military and \$25M for civilians.

#### MOS Review

40. LCol Patch briefed the committee on the MOS review. This is the critical first step in coming to a Canadian Forces definition of what is core. It will allow us to determine the numbers and makeup of the military forces to accomplish our missions and objectives. The study is still not completed and the time-frame keeps getting pushed to the right. Elements that still need to be worked on include ship to shore, training requirements, etc. The debate still continues on what is the sustainment ratio. The role of the reserves is another area that will be clarified.

41. LCol Patch concluded his remarks by saying that we do not yet know when we will see a final product in regard to this process. Col Grant commented that the MOS review should be the driving force and the first step behind any wide scale ASD review.

#### Designation Requests

42. In reply to a question from Mr Molsberry, Mr Brick informed the committee that to date the only formal designation proposals that had been submitted for the next round of bargaining were for the CS group. He went on to state that managers had been provided with a warning that the others would follow, likely on short notice. As such, he expected that most managers were looking at this issue.

43. Mr Molsberry said that he hoped a listing of the designations proposed in the previous round and any new designations would be shared with the union at the local level. By doing so, it is hoped that any later disputes about the submissions could be minimized. Mr Hamelin and Mr Brick expressed that there is a difference between consultation and information passing. Sharing the proposals with the union at the local level may well be fine, but there would be little benefit from consultation. Mr Hamelin reminded the committee that the collective bargaining process is adversarial in nature despite any best intentions at the local level.

44. Mr Hamelin went on to advise that one of his staff was working on reissuing the designation policy. The process has changed and it is important that everyone be familiar with the current procedures. The results of the last round of designations were unsatisfactory.

45. Mr Hamelin concluded his remarks by stating that the process will be simpler once we get through this round. This is due to the fact

that we will be designating positions and not individuals.

Suffield ASD Project

46. UNDE had been briefed at length last month at the UNDE Council of Locals in Winnipeg. That briefing had been conducted by LCol Williams. This reduced the general discussions on this topic.

47. LCol Patch indicated that we are at the "way ahead decision". It is quite possible that we will see an increase in the number of civilian employees although what their status might be is questionable. They may or may not be union members/public service staff.

48. Mr Molsberry impressed upon the committee that the union is concerned about this project. The saving money approach seems to be less critical than it has in the past. LCol Patch reminded the committee that the issue of restructuring to save money had already been addressed through CSER. In this review, the British staff is examining what functions are and should the military staff be doing.

49. Col Grant outlined that the British are looking at what jobs they can have performed by individuals other than their own military. He went on to say that he was comfortable that LCol Watson is looking at a structure in Suffield that will ensure civilian jobs are considered as a viable option. Mr Molsberry expressed that the union is sceptical.

50. Mr Molsberry informed the committee that Mr Steve Covell will be the national UNDE Officer for this issue.

Universal Classification System (UCS)

51. Mr Cairns outlined the status of the UCS project. The key elements of his report are as follows:

- Currently all departments are conducting a series of sample exercises requiring each department to write a significant number of Work Descriptions (WDs) against specific positions to test UCS for:
  1. Validity;
  2. Determine weights and levels; and
  3. Assess the costs associated with conversion.
- Much of Sample 2 (15K and 20K samples combined) remains to be done and writing and evaluation for conversion has not yet started.
- The work descriptions for Sample 2 were to be written by 31

March 1999 in order for them to be evaluated prior to data submission to TBS by the end of June 1999. We are hopeful that the deadlines will be extended to mid-end July.

- TBS has asked department to concentrate on PSAC Table 1 as the first priority for conversion. These work descriptions were required to be ready for conversions by the end of June (now looking at end of October 1999).

- Model work descriptions or adapted models will be used wherever possible. Unique work descriptions will not be written if there is a suitable model available.

- For Table 1, management is required to identify Table 1 positions, write those work descriptions and be prepared to submit them at the request of the Project Office, likely in September/October 1999.

The CPSCs will be required to:

1. Train appropriate managers and employees, as identified by management;
2. Conduct a quality review of the completed WDs;
3. Be prepared to conduct change management training to ensure all employees understand the implications of the new system; and
4. Be prepared to conduct evaluation sessions for positions to be converted and perform data input to Peoplesoft.

- The Project Office will coordinate the effort, develop training packages, continue to develop work description models, manage the evaluation process and the submission of data to TBS.

- For all other occupational groups, TBS will identify the priority for conversion and each department will be expected to submit the data for each of those groups as scheduled by TBS. Since TBS plans to convert each occupational group at the conclusion of successful collective bargaining, this department will use the collective bargaining schedule to attempt to prioritize the expected order of conversion.

- It is essential that adequate models be developed and that they be used wherever possible.

- Table 1 evaluations were tentatively scheduled to occur during the period June to September 1999 – it is anticipated that this will not commence until mid-end October. Several evaluations sessions will be conducted and will require the participation of a large number of personnel.

- TBS initially planned to convert all occupational groups to the UCS at the same date, some time after 1 April 1999; the "big bang" approach. Given recent developments TBS now intends to use the "empty shell" approach outlined above. This approach, while longer to accomplish, may provide departments with more time to successfully convert.
- To ensure that all employees receive a work description for conversion, managers are asked to validate their lists of incumbent positions and forward them to the Project Office.
- Unions will continue to be invited to participate at all levels of activity.
- End date for full conversion to the UCS for all Tables is expected to be 31 Mar 01.
- LFWA's first priority right now is to get the information out to managers and employees, keeping them informed as to the latest developments. However, this is proving to be quite difficult because of time constraints and minimal resources (people, money, hardcopies of 1.1, etc).

52. Mr Hamelin commented on the UCS project, reemphasizing a number of key points. 40% of the current participants on the committees being held in Ottawa are union representatives. This seems quite high.

53. Mr Hamelin stated the need for more representation from management on these committees. LCol Parker responded that the workload is placing a tremendous burden on management. The constantly shifted timelines that were supposedly immovable has created a great deal of cynicism related to this project. Col Grant stated that while he appreciated the concerns, management does not have the flexibility to not complete the project.

54. Mr Molsberry remarked that the union views the process as flawed. The union feels that way for the following reasons:

- the work descriptions were written under one criteria which was then changed at the evaluation stage;
- the Treasury Board timeframes are accelerating the process at such a rate that inequities will occur;
- professionally written work descriptions, when compared to

work descriptions written for the same job by the existing manager, were far better and would be scored at a higher level;

- paradigms that exist within all of us cause certain pre-determinations when comparing university education to community college, journeyman certification, etc. That "blue collar/white collar" approach will affect the points assigned;
- the anchors will revert back to the "benchmarks" of the previous classification system which is restrictive and unfair; and
- the approach will be to compare the work descriptions first to the models rather than first evaluating them on their merits.

55. Mr Cairns then provided some clarification on some of these issues. LFWA has had the largest number of participants to date on a per capita basis. It is important that managers continue to go on the committees otherwise they will have a limited amount of information. In some cases, the wrong people have been selected to participate.

56. Mr Hamelin then spoke to the issue of the large amount of training that will be required. We have to hold off however because not everything is in place yet. Also important is the need to develop models to ensure the project is manageable.

57. Mr Molsberry commented that the inclusion of union participation is critical at the local levels. It is also important that such individuals be appointed by the union and not by management as has happened in the past.

58. Mr Hamelin remarked that the program is going to happen. The regular workload continues and the level of activity is quite high. Mr Hamelin provided the committee representatives with a listing of the classification grievances on a regional basis.

59. Mr Molsberry expressed that the union membership has a fear that they will be disadvantaged if they do not get upgraded. In addition, jobs are changing giving rise to a need for classification review. Col Grant commented that the numbers from 1 ASG show the magnitude of the changes.

Grievances, Appeals and Complaints

60. Mr Hamelin indicated that the majority of the information was provided at the recent UNDE Council of Locals. He then provided more detailed information for the LFWA sites.

DISCUSSION

ACTION BY

61. Mr Molsberry expressed his desire to get specific data. It is believed that everyone is doing good job at all levels in solving problems. It would be useful to be able to show that fact. For that reason, the union wants to get a handle on the numbers and causes of grievances. Ideally, the union would like to build up an electronic database. We know that ADR is coming on stream but it is an unknown quantity at this point in time.

62. Mr Naamen remarked that it is important to resolve grievances at the lowest level and informally. Disputes are an expensive process for everyone involved from both a personal and resources point of view.

63. Mr Brick provided a report that had been prepared for a recent meeting. It provided information on both military and civilian redress actions.

MEO/ASD Progress

64. LCol Patch addressed this subject. The ASG has not taken the final step in some instances in regard to obtaining MEO status. The area will continue on towards an MEO despite what may happen to SSSP or the Supply Chain project.

65. SSSP and Supply Chain are largely on hold waiting to see what happens with MOS review. SSSP may be fading; their most recent discussions showed a target for LFWA of \$8M-\$10M. That is based on their data which LFWA does not necessarily accept especially given the savings already generated. There is a possibility of the SSSP work simply being used as a "VCDS tax". The \$8M-\$10M figure is based on non-core military, civilian positions and compressible O&M.

66. The Supply Chain project is also awaiting conclusions from MOS review. It seems destined to lead to more drastic approaches than SSSP. There is little support for maintaining status quo. We can expect to see more information in June following scheduled meetings at the national level.

67. Mr Molsberry questioned what was UNDE happening with supply sections. They are "waiting for the other shoe to drop". LCol Patch remarked that the Supply Chain project will potentially affect every component of the supply system. Col Grant remarked on the need to pass on the information at the local level. Mr Molsberry will be expressing concern at the National level.

Civilian Personnel Administrative Issues

68. Mr Hamelin discussed the implementation of new collective agreements. It is working well and people are getting paid. Mr Hamelin provided a handout to show how they are meeting the 90 day implementation period of the collective agreements

69. Mr Hamelin spoke to the tremendous workload associated with administering pay actions resulting from the strike. All strike related pay activity, except at Edmonton, has now been recovered. The problem at Edmonton stemmed from a large number of leave applications that are being approved by management for what had previously been recorded as strike activity.

70. Mr Hamelin outlined that his staff was also trying to do some preliminary work connected with pay equity. This would hopefully allow them to stay ahead of the bow wave if and when action was directed in this area.

## DISCUSSION

## ACTION BY

71. The PeopleSoft program was used to produce the year end leave statements. The timing of these documents was viewed as positive. Unfortunately, rectifying the problems reflected on the statements is creating a great deal of work.

72. Mr Hamelin concluded his remarks by discussing Public Service Week. He advised the committee that monies have been made available from ADM (HR Civ) through the CPOs to assist managers in recognizing this important event. It is important that both the HRBMs and the CPOs be involved to help managers and employees in regard to these programs and activities.

## ITEMS FROM COMMITTEE MEMBERS

73. Mr Naamen asked how much money had been saved by using the ASD methodology and how much the related studies had cost. The committee discussed this issue and felt that no one had a clear grasp on either of these two issues and each observer tended to come to their own conclusion regarding the savings and costs. It was noted by Col Grant that LFWA has used very few consultants so it was expected that our costs would be lower than the average.

## NEXT MEETING

74. The next meeting will be scheduled for DHRM September 1999 near the end of that month. This will allow a meeting just prior to the National UNDE convention. Mr Brick was tasked with making the necessary arrangements.

## CONCLUSION

75. There being no further business to discuss, the meeting concluded at 1218 hours.

Recommended for approval:

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

Approved/Not approved

T.J. Grant  
Colonel  
Chief of Staff  
Co-Chairperson

Approved/Not approved

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

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