

**MINUTES OF THE
28 FEBRUARY, 2003 MEETING
UNION MANAGEMENT CONSULTATION COMMITTEE (UMCC)
CONFERENCE ROOM B, NATIONAL DEFENCE HEADQUARTERS**

Co-Chairs: Mrs. K. M. Bloodworth, Deputy Minister (DM)
Mr. J. MacLennan, National President, Union of National Defence Employees (UNDE)

Members: LGen G. E. C. Macdonald, Vice Chief of the Defence Staff (VCDS)
LGen J. M. C. Couture, Assistant Deputy Minister (Human Resources - Military)
[ADM (HR - Mil)]
Mr. A. S. Williams, Assistant Deputy Minister (Materiel)
VAdm R. D. Buck, Chief Maritime Staff
MGen R. J. Hillier, representing Chief Land Staff
LGen L. C. Campbell, Chief Air Staff
Mr. R. M. Emond, Assistant Deputy Minister (Finance and Corporate Services)
Ms. K. Ellis, Assistant Deputy Minister (Infrastructure and Environment)
[ADM (IE)]
Ms. S. Siegel, Assistant Deputy Minister (Human Resources - Civilian)
[ADM (HR - Civ)]
Dr. L. Pearce, representing Assistant Deputy Minister (Information Management)
Mr. S. Morin, representing Assistant Deputy Minister (Science & Technology)
Ms. K. Beres, Vice President, Professional Institute of the Public Service of
Canada (PIPSC)
Mr. N. Kemp, National President, Federal Government Dockyard Trades and
Labour Council (East)
Mr. H. Price, National President, Federal Government Dockyard Trades and
Labour Council (West)
Mr. D. Roode, President, Federal Government Dockyard Chargehands
Association
Mr. A. Mortson, representing International Brotherhood of Electrical Workers,
Local 2228
Mr. M. Hosking, President, Association of Public Service Financial
Administrators (APSFA)
Dr. P. Dunnett, President, Canadian Military College Faculty Association
Mr. M. Sjoquist, National President, Canadian Merchant Service Guild (CMSG)

OPENING REMARKS

1. Mrs. Bloodworth opened the meeting. She remarked that the year had been a very busy one so far and that the federal budget had brought good news to the Department.
2. Mr. MacLennan noted that this was the first meeting of the UMCC since the Supply Chain Project had been cancelled. He stated that he thought it was a rejuvenating experience for

the Department of National Defence (DND). He went on to say that the unions are very interested in and focused on co-development.

ACCEPTANCE OF PREVIOUS MINUTES AND AGENDA

3. The minutes of the 29 May 02 meeting were accepted. The agenda was also accepted.

RESOURCE SITUATION UPDATE

4. LGen Macdonald briefed the Committee on the resource situation of the Canadian Forces (CF) and the Department. With the Feb 03 federal budget, the Government had recognized some of the sustainability issues facing the organization. Notwithstanding, there remains a shortfall of approximately \$1 billion in national procurement, equipment capital, infrastructure and environment, CF pay to rebuild the size of the Trained Effective Strength, operating budgets and the Land Force reserve restructuring commitment. This budget has permitted the organization to deal with some of these sustainability issues, but there are difficult decisions to be made as the pressures are real and significant. He advised that tradeoffs would have to be made to activities and in force structure in order to ensure that DND/CF can be sustainable and can transform itself so that it is relevant to future missions, roles and tasks.

5. Mr. Kemp asked why the budget did not include any contingency funding after 2003-2004. The VCDS replied that this was normal. The Government was aware of the International Security Assistance Force (ISAF) tasking and included a contingency fund for it. But, if other taskings arise, the Government expects DND/CF to put forward requests for funding, as needed. Mr. Kemp also asked if the CF were facing the same demographic problems as the civilian work force. The VCDS replied that it was. In particular, there was a shortage in the technical trades. Solutions would have to be found and the CF was looking at ways to raise recruitment levels, including pension options and enlistment bonuses.

6. The DM noted that while there were tough decisions ahead, there had been progress in the DND/CF resource situation. She also advised that some solutions take years to implement and demonstrate results.

MND SPECIAL PANEL ON ADMINISTRATIVE EFFICIENCY

7. LGen Macdonald also briefed the Committee on this item. It is a panel created by the MND to study and provide advice to the Minister in two general areas. The first deals with any issue of administrative efficiency and the second is the materiel acquisition and procurement process. Policy, force structure and military capabilities are outside its mandate. The panel is seeking to contribute to the \$200 million commitment to reallocate to higher priority requirements. Mr. Harold Stephen heads the panel and is joined by Mr. John McLure, Mr. Robert Winsor and LGen (ret'd) Frederick Sutherland. The Panel will be building on the findings and successes of previous studies, such as Management, Command and Control Reengineering Team (MCCRT), the Information Management (IM) Strategic Review, Procurement and Human Resource (HR) reforms. Its findings and recommendations are expected to be delivered to the Minister sometime in the Summer 03.

8. Mr. MacLennan asked if there had been any thought given to consultation with the unions. The DM replied that she would pass the request and suggest that the Panel talk to the unions. Several of the union leaders, including Ms. Beres, Mr. Hosking and Mr. Roode expressed their concern that this was just another exercise that would lead to job loss. The DM assured them that this was not about cutting people, rather it is about finding ways to ensure that our work processes are necessary, efficient and cost-effective.

HR MODERNIZATION (Union perspective and expectations)

9. Mr. MacLennan opened this item. Ms. Beres stated that PIPSC believed the legislation had not gone far enough, but that it recognized this was a positive step. She hoped that DND would continue to be a leader in co-development. Mrs. Bloodworth advised that she was on the DM's committee on HR Modernization and that we would need to think about implementation of the legislation and work toward successes.

10. Ms. Siegel announced that Mr. Rick Sullivan had been asked to head up a small HR Legislation Implementation Team to look at the impact of the new legislation on DND. She suggested that the place to start the dialogue with the unions would be UMCC HR Sub-committee. The DM also opined that we would have to ensure we looked at HR modernization in other countries and would also have to bring the middle management level into the discussion as they were very important to implementation.

11. Mr. Roode stated that DND was in a great position to move ahead. We could take advantage of our size and complexity. However, he did say that we would need a well thought out, comprehensive plan and that we would need to build trust and remove barriers.

12. Mr. Hosking advised that APSFA was disappointed that the legislation did not truly hold managers accountable, that there were no consequences in the legislation. He also advised that he thought there were too many levels in the grievance procedure and that no one below the EX classification should be named as a level in the grievance procedure.

13. Mr. Sjoquist expressed the view that CMSG was pleased that the legislation emphasized improvements in labour management consultation. He stated that DND could lead the way in demonstrating how co-development could and should be integrated.

14. Mr. Kemp agreed with Mr. Sjoquist. He stated that the single largest issue was staffing which had to be transparent and credible.

15. Mr. Taylor strongly suggested that DND maintain its leadership role in consultation and co-development.

16. The DM agreed that alternative dispute resolution (ADR) and mediation were the way to solve problems early on in a conflict. She agreed that we would look at what we can do together.

MATERIEL ACQUISITION AND SUPPORT (MA&S) OPTIMIZATION INITIATIVE

17. Mr. Williams provided the committee with an update on the MA&S Optimization Initiative. He advised that the first Senior Review Board had taken place and that the project had planned to go to the Program Management Board (PMB) in March. There were plans to publish a newsletter and a Web site to keep employees and managers informed. In addition, the Web site would provide employees the opportunity to ask questions and seek clarification on issues of concern.

18. Ms. Beres asked if the unions could be provided with a copy of the newsletter. Mr. Williams agreed.

TRAINING/SUPPORT OF MILITARY MANAGERS ON CIVILIAN HR ISSUES

19. Ms. Beres initiated the discussion on this item. She described situations where there was constant friction between civilian employees and military managers. She expressed the view that military managers would be assisted in dealing with civilians and their issues by receiving training on the framework of civilian HR management, collective agreements and the role of unions.

20. Ms. Siegel responded by outlining the training that is currently available in Borden, throughout the Learning Centre network and through Training and Development Canada on civilian HR management. She also briefed the members of the committee on the efforts underway to deal with the issues raised by Ms. Beres. ADM (HR - Civ) and ADM (HR - Mil) staffs are working to conduct a needs analysis. In the short term, the outcome of this work will be increased assistance to the military schools in Borden for the delivery of training on HR-Civ issues. In addition, the HR-Civ training framework is being reviewed to determine where improvements are required to ensure that the training being delivered on CF career courses are of high and consistent quality and to ensure that there are quality assurance activities on the content and delivery of this training. She also advised that the design and development of HR training would be of high quality and available in a variety of lengths and formats to meet the different needs of both military and civilian supervisors and managers.

21. Mr. Roode noted that the initiatives were welcome but suggested that it would be important and valuable to invite unions to speak to groups on their role. Mr. MacLennan supported this idea and reminded the UMCC that unions used to be asked to address various management fora and that they were valuable to all. He opined that there should be a return to this practice and that DND should enhance their participation. Both Mr. Kemp and Mr. Price agreed with this position and stated that their experiences in addressing various management groups had been well received and appreciated. All the union members agreed that military managers needed specialized training on HR-Civ issues before taking on the responsibility for civilian employees and that the managers should be posted to these positions for longer periods.

22. VAdm Buck noted that there are several stages of professional development for military members and agreed that training on civilian HR issues should be included. He also noted that the CF recognized that there was a benefit to increasing the length of postings. The DM asked the VCDS to look at the possibility of inviting one of the members to address the Base

Commanders forum and also asked LGen Couture and Ms. Siegel to review the entire issue and to report back to the UMCC in one year on the results.

INFRASTRUCTURE MODIFICATIONS TO ACCOMMODATE PERSONS WITH DISABILITIES

23. Ms. Ellis introduced Mr. John Kittson who delivered a presentation on the Barrier-Free Access Project. The scope of the project is to review the status of DND buildings that are open to the public, buildings where persons with disabilities are employed, buildings with large numbers of civilian employees and plans for new buildings or major renovations from the accommodation perspective. In recognition of the finding of the Canadian Human Rights Commission's audit that DND was non-compliant to its obligations under the *Employment Equity Act*, ADM (IE) was developing a plan to ensure that DND facilities are accessible by March 2005.

24. VAdm Buck, the Champion for Persons with Disabilities for both DND and the CF, advised that the Base Commanders were on side and that he was in the process of briefing the other Level 1s. He also advised that the Treasury Board had changed its approach to going beyond the strict legal requirements, that the approach was now "Design by Inclusion".

25. Ms. Beres asked about the time frame involved in meeting an employee's needs once the accommodation required is identified. Mr. Kittson responded that it was impossible to set an exact time frame, but noted that the action should be speedy. However, he advised that each case had to be assessed individually. When asked whether employees knew where to present the need for accommodation, it was explained that employees should advise their management chain of command or could approach the Civilian HR Service Centre. It was important for employees to advise on their needs.

ROUND TABLE

26. Mr. Kemp congratulated the Department on its success in having its budget increased.

27. Mr. Hosking expressed his thanks for another informative meeting.

28. Mr. Roode asked about the changes made to the computer network, which requires users to re-input their passwords after 5 minutes of inactivity. Dr. Pearce advised that this was one of the measures taken to enhance the security and integrity of the computer system.

29. Mr. MacLennan announced that he would be passing the reins of union co-chair to Mr. Hugh Price at the end of this meeting. He also took the opportunity to identify issues of concern and importance to Union of National Defence Employees. UNDE would like to see increased emphasis on co-development of policies and programs, and resolution of the concerns of the Firefighters. He also expressed the view that all military managers should receive training on civilian unionized workforce issues, the role of unions and collective agreements from the beginning of their careers. This would permit them to have a better understanding of their roles as managers and to have a more positive working environment. He noted that the union would be taking a number of these concerns up with the Employer.

CLOSING REMARKS

30. The DM closed by thanking Mr. MacLennan for all he had done as co-chair. She also noted that a number of issues had been identified and that much work was still ahead. She looked forward to the next meeting in September.

M. Bloodworth
Co-Chair

J. MacLennan
Co-Chair

Secretarial Note:

The next meeting will take place on September 15, 2003.