MINUTES

NATIONAL UNION MANAGEMENT CONSULTATION COMMITTEE (NUMCC)

MEETING WITH

PUBLIC SERVICE ALLIANCE OF CANADA (PSAC AND UHEW)

PROFESSIONAL INSTITUTE OF THE PUBLIC SERVICE OF CANADA (PIPSC)

ASSOCIATION OF CANADIAN FINANCIAL OFFICERS (ACFO)

CANADIAN ASSOCIATION OF PROFESSIONAL EMPLOYEES (CAPE)

AND

INDIGENOUS SERVICE CANADA (ISC)

December 13th 2018

9:00 am – 12:00 pm

The following is a summary of the discussions at the NUMCC meeting held in Boardroom 17G1 at 10 Wellington, Gatineau, Quebec.

Attending as union representatives:

PSAC: Kevin King, National President, UNE-PSAC

 Todd Panas, National President, UHEW-PSAC – Co-Chair

 Raymond Brossard, Labour Relations Officer, UNE-PSAC

 Christopher Little-Gagné, Regional Vice-President, UNE-PSAC

 Michel Lépine, Regional Vice-President, UHEW-PSAC

PIPSC: Michael Mihaylov, Co-Chair ISC National Consultation Team, PIPSC

 Ginette Tardif, Co-Chair ISC National Consultation Team, PIPSC

 Nadia Méhu-Jules, ISC Union Representative, PIPSC

 Paul Hesch, ISC/FNIHB Union Representative, PIPSC

ACFO: Stéphanie Rochon-Perras, Labour Relations Advisor, ACFO- Teleconference

CAPE: Luc Ladouceur, Local President,CAPE

 Mireille Vallière, Labour Relations Officer, CAPE - Teleconference

 Nick Giannakoulis, EC Vice-President, CAPE- Teleconference

Attending as management representatives:

Jean-François Tremblay, Deputy Minister – Co-Chair

Sony Perron, Associate Deputy Minister

Lynda Clairmont, Senior Assistant Deputy Minister, Regional Operations

Margaret Buist, Acting Assistant Deputy Minister, ESDPP

Joanne Wilkinson, Assistant Deputy Minister, Child and Family Services Reform Branch

Valérie Gideon, Senior Assistant Deputy Minister, FNIHB

Keith Conn, A/Assistant Deputy Minister, Regional Operations FNIHB

Line Lamothe, Director General, Human Resources and Workplace Services Branch

Karine Renoux, Director, Human Resources Policies and Programs

Daniel Archambault, Senior Director, HR Services Delivery and Data – Guest

Stéphane Chartrand, Manager, HR Client Services (Labour Relations) FNIHB – Guest

Francois Paltrinieri, Assistant Director Labour Relation’s Centre of Expertise

Timothée Labelle, Policy Analyst, Policy and Strategic Direction - Guest

Mary Doyle, Regional Executive, Northern Region, FNIHB

Kenza El Bied, Corporate Secretary and Chief of Staff, Corporate Secretariat

Chad Westmacott, Senior Director, Community Infrastructure Branch, Strategic Water Management Team Directorate- *Teleconference*

Attending as secretariat services:

Laura Lamontagne, A/Manager, Corporate Labour Relations, HRWSB - *Teleconference*

Michelle Clément, Labour Relations Advisor, Corporate Labour Relations, HRWSB

Dorothy Chowdhury, Administrative Coordinator, Corporate Labour Relations, HRWSB

Regrets:

Andrew Shaver, National President, Union of National Employees, UNE-PSAC

Dany Richard, National President, ACFO

Nicole Bishop-Tempke, Vice-President, ACFO

Greg Phillips, National President, CAPE

**1. Introduction – Todd Panas / Jean-François Tremblay**

Following the opening prayer by Elder Denise Anne-Boissoneau, Mr.Tremblay welcomed the elder to participate to the meeting and welcomed the participants and those joining via teleconference and asked them to introduce themselves and which organization they represent.

Mr. Panas underlined the importance of this NUMCC meeting. Mr. Panas indicated that it is a 50/50 partnership; the main objectives are about partnership and maintain the respect. According to Mr. Panas, the goal is to evolve consultation at the national level, in order to have an impact on employee’s workplace. The employees of the department need to go to work with a smile on their face, they need to be happy. Mr. Panas also predetermined that 2019 will be a big year with challenges and there is work to do to honor the title for the federal government of employer of choice.

Mr. Tremblay noted the importance of this meeting stating that the department is facing issues with transformation, with the building at Les Terrasses de la Chaudière (TDLC) Complex and with high expectations placed on staff. The situation is challenging for employees, prompting Mr. Tremblay to remind the Committee to come with good spirits so as to ensure success of these exchanges, providing concrete results.

**2. Terms of Reference ISC - Line Lamothe**

Ms. Lamothe provided an update on the terms and reference, which had been sent out for comment, with a deadline of November 25th, 2018. Mr. Brossard was the only member to comment, as follows:

* Add cover/fund travel and accommodation expenses for B/A elected officials in order to attend the NUMCC
* Predetermine meeting dates so that they are set aside and secured well in advance.
* Agendas should be prepared in advance and distributed to the committee seven (7) days in advance of each meeting.

Ms. Lamothe noted that Management did not adopt these suggestions, since the items had been sorted at the last meeting, with a desire to keep the terms and references simple. Mr. Brossard expressed his preference to have these items incorporated in writing in the terms of reference. Mr. Panas stated that in his view the terms of reference are guidelines and that these items are already included implicitly in the document; that we should be operating this meeting on trust, with no need to render these items explicit unless trust is lost. The Committee proposed to have a mechanism to review terms of reference every year (and amend, if necessary). Mr. Brossard expressed his desire to see this recorded in the Minutes, if not reflected in the Terms of Reference. The Committee agreed.

Mr. Mihaylov mentioned that the real work is accomplished in the sub-committees and he suggested having three HR-subcommittees, stating that in the past, there were three meetings per year and now it is down to only two.

**3. Workplace Well-being and Mental Health Strategy- Sony Perron**

Mr. Perron introduced the draft workplace well-being and mental health strategy, stating that ISC is committed to fostering a workplace culture that values wellness and takes purposeful action to recognize the importance of mental health, safety and well-being in all aspects of the workplace. Mr. Perron cited the Clerk of Privy Council’s 2018 Annual Report and recent media attention to systemic workplace harassment to highlight a deeply troubling and pervasive societal issue. He stated that the Public Service is not immune and as such we must continue to be vigilant against this type of behavior. There is a responsibility to create an environment where harassment is not tolerated and positive mental health is encouraged. All departments have been directed to develop and implement workplace wellness and mental health strategies.

Ms. Méhu-Jules mentioned that the department is decentralized and we need to ensure that the mental health strategy is implemented in the regions. A strategic plan is in high demand; employees face many challenges and have many questions. The FNIHB mental health strategy was very successful, but there is a need to merge the sector with the rest of the department. There are good practices that exist and we can put them together in both organizations. We have to determine a Champion for CIRNAC (Diane Lafleur) and ISC.

The Committee suggested mentioning in all executives’ letters of offer to highlight harassment as unwelcome and to raise awareness concerning wellness and mental health, etc. Ms. Méhu-Jules also spoke of the need to decrease the stigma concerning mental health, because prejudice still exists.

Ms. Doyle, spoke of the “Better Together” initiative, launched within FNIHB in the fall of 2015. She stated that it is similar to the mental health strategies of other organizations. She suggested the importance of monitoring of the progress of mental health initiatives.

Mr. Labelle explained the development of the strategy. The first step involved forming a Steering Committee composed of new public servants, indigenous employees, executives, administrative professionals, officers and middle-managers. The Steering Committee implemented a survey and a focus group to “assess the pulse of the organization”. The survey indicated that, over the long-term, employees wanted to remain with the department. However, they wanted to see progress in addressing the impediments to well-being. Mr. Labelle explained that the draft workplace well-being and mental health strategy for ISC included a diagnostic, recommendations and action-items, along with key indicators.

Mr. Panas expressed some concerns about the well-being of employees and mental health challenges in the workplace. He spoke of the Joint Task Force Report of 2015, which expressed a commitment from the bargaining agents and the employer to work together to take concrete action to address the report’s recommendations. He noted that the bargaining agents have to support the nominated champion, because this person needs to build trust for the change in the culture of the workplace and involve and empower employees. He hopes that mental health will be a standing subject. He added that a Joint Committee would be needed. He stated that we cannot change the culture in the workplace if we stand alone, it should rather be a joint partnership.

Mr. Little-Gagné expressed that the reality in regions is different. Mr. Little-Gagné admitted that an employee came to see him about a year ago and confessed that he wanted to commit suicide. The Employer was advised and the employee was helped at that time. Mr. Little-Gagné has concerns that no measures are being taken to avoid situations like this one and is alarmed that the designated champion in the region is often too busy or absent. He highlighted the need to guarantee the transmission of information to the regions and nominate an available champion or wellness person. Mr. Little-Gagné said that it cannot wait another 3 to 6 months for this to become a priority; there is a need to change the culture.

Mr. Mihaylov added that it is time to move forward, we need more than just a strategy, mental health and occupational health and safety teams should work together.

Ms. Méhu-Jules pointed out that she works in the Quebec Region and that from her perspective there was bargaining agent involvement, where her members expressed their opinions in the focus groups. She stated that Quebec Region tries to put into action the feedback they received from the focus groups. Ms. Méhu-Jules agreed that the workplace wellness and mental health committees need to work jointly.

Ms. Tardif added that it was important to move past the INAC mentality, where the two new departments and the FNIHB branch needed to work together. In her words, “If employees from FINHB don’t feel it, they will not be part of it; they are not going to buy it”.

Mr. Hesch acknowledged that the implementation of mental health strategy in small regions should not be neglected. The remote employees are isolated and mental illness and depression are more frequent in those locations.

Mr. Panas suggested that the well-being and mental health strategy should be a standing item on the agenda for NUMCC meetings, citing the need concrete actions. Mr. Panas added that we should include the employees in the strategy, so as to ensure its success.

Ms. Tardif stated her desire to see a wellness person in each region; someone that is competent in mental health and that employees can trust.

Mr. Perron invited everyone around the table to take a look at the vision in action - markers for wellness in the workplace of the well-being and mental health strategy (PDF p.28-29). Mr. Perron explained that what is coming is more concrete and addresses the communication, maximization of leadership and the organizational culture, etc. He acknowledged that as soon as the Employer has the approval, regional sessions can be organize and further underscored the importance of communication and collaboration with the Bargaining Agents.

Mr. Ladouceur expressed that transformation should not justify placing excessive burden on the employees. He saw having two new Deputy Ministers as a good opportunity for positive change.

Ms. Gideon explained that the challenge in the organization is collective mobilization, where employees must be engaged and must have a space for dialogue at all levels (teams, directorates, regions and branches). She also took the opportunity to briefly discuss the reality of nursing in remote areas and its inherent challenges.

Mr. Tremblay concluded in confirming that the Employer will implement the strategy and take all the measures identified in the strategy. He also affirmed that the Employer has a legal responsibility to take actions regarding mental health and the intention is to put them in place as soon as possible. Mr. Tremblay proposed nominating co-champions (employer and bargaining agent) and that a brief comment to this effect should be reflected in the Workplace Well-being and Mental Health Strategy. He also agreed that a discussion regarding best practices in mental health should be a standing item for the NUMCC-ISC agenda. Mr. Tremblay explained that we have two Mental Health First-Aid Trainings in the Department, recognized by the Mental Health Commission of Canada.

**ACTION ITEM:**

* Nomination of ISC Mental Wellness Co-Champions
* Add a brief comment on the PDF document Workplace Well-being and Mental Health Strategy concerning the addition of a co-champion (1 week turnaround)
* Looking into the possibility of having a Joint Committee for workplace wellness and mental health
* Mental Health will be a standing item for NUMCC-ISC

**4. Update on transformation for ISC– Jean-François Tremblay/ Line Lamothe**

Mr. Tremblay provided a progress update on transformation, in particular the separation of internal services.

Mr. Tremblay reiterated the five (5) guiding principles of the transformation: Organizational Capacity, Transparency, Continuity, Participation and Fairness. Ms. Lamothe further mentioned that a roll-out plan was shared in September containing the transformation’s objectives. The next steps included:

* Meeting with the sector employees to inform them about the strategy and to involve them in the process of standing up each of the internal services, for both organizations;
* Each Internal Services Sector identified positions that spend 80% or more of their time supporting either CIRNAC or ISC, as well as those that currently provide service to both;
* On October 29th, the employees of the HR Sector, Corporate Secretary, PSD and Communications received a letter providing information about their substantive position, indicating whether their position had been identified as dedicated to one department, or non-dedicated. When non-dedicated, the letter included a question to seek employees’ preference of department, with a three-week turnaround was provided to employees to respond to the questionnaire. In total, over 600 letters were sent out to employees from all sectors.
* Ms. Lamothe indicated that this process had not yet begun for the Chief Finances, Results and Delivery Officer sector (CFRDO) and that it was anticipated that other letters would be sent out in January.

Mr. Little-Gagné inquired as to when the transformation would be officially announced. He added that some branches will move from CIRNAC to ISC, but some regions already know they will go under ISC. He stated union could not do anything in terms of planning until it knew when the move would take effect.

Mr. Tremblay responded that some decisions remained with respect to where certain branches of the old INAC department would be moved (CIRNAC or ISC) and since transformation was not yet complete, no announcement was yet possible.

**5. Consultation, communication and scheduling meetings- Todd Panas/ Raymond Brossard**

Mr. Brossard expressed his concerns regarding the communication in the regions, providing some examples. Notably, when there was the security shut-down during summer and the bargaining agent was not informed or again, in Alberta, where there was a local UMCC organized and the RDG canceled 24 hours before the meeting. Given the efforts made to attend (i.e. travel) he was concerned that the meetings are not taken seriously.

Mr. Perron urged the committee to take up regional concerns with Lynda Clairmont. Ms. Clairmont acknowledged that she would address any issue regarding communication, consultation or the scheduling of meetings in the regions if any was brought to her attention.

Mr. Panas added that when dates are chosen by both parties for a meeting, that they had to work together to make it happen. He suggested that the NUMCC ISC to keep the dates (days) for 2019 and only keep the months of the meetings for 2020-21, but schedule the dates later on.

**ACTION ITEM:**

* Remove dates (days) for NUMCC-ISC 2020 and 2021, keep only the months

**6. Staffing and Devolution – Todd Panas/ Raymond Brossard**

Mr. Brossard indicated that PSAC-UNE is seeking clarification on staffing practices where EPRs are required. Mr. Tremblay stated it was difficult for him to answer, since CIRNAC will transfer employees to ISC (if any). He encouraged Mr. Brossard to follow-up with a list of specific issues. Issues with regional communication were also discussed. Urgent matters should be brought to Ms. Clairmont and should not wait for the next NUMCC. Mr. Tremblay suggested that this subject would be proper to the HR-Sub Committee, since it involved staffing.

Ms. Gideon suggested sharing the Terms and Reference from devolution activities in Northern Ontario as a model for this Committee.

Mr. Ladouceur raised concerns regarding the high number of non-advertised positions. Mr. Little Gagné indicated that 98% of internal positions were non-advertised. Mr. Tremblay admitted that transformation has provided particular challenges, and that this is something that should be looking at seriously.

Ms. Renoux reminded everyone that last year INAC volunteered for an audit with the Public Service Commission and that the report determined that the number of non-advertised staffing processes was not abnormal.

Mr. Panas stated that problems with staffing should be explored since departments are under the *Public Service Employment Act* (PSEA) and they must follow it to ensure fairness. He spoke of the lack of trust in staffing processes, which merits a solution.

Mr. Tremblay stated that the HR Sub-Committee would review devolution and report to the Committee. His aim is to ensure that the Department has the capacity to provide transparency.

**7. Printing and Collective Agreements - Raymond Brossard (Christopher little-Gagné)**

Mr. Little Gagné spoke on behalf of Mr. Brossard who had to leave the meeting, seeking more information regarding the printing of collective agreement booklets. Ms. Lamothe confirmed that the printing contract had been signed in the fall for PSAC group. No dates were provided as to when they would be ready.

**8. ISC Policies- Raymond Brossard**

Ms. Tardif sought information on the integration of FNIHB to ISC, since ties to Health Canada still appear.

**9. National Health and Safety Policy Committee- Raymond Brossard**

Mr. Little-Gagné expressed that he was co-chair on OHS Committee for 8 years. There are a lot of problems with the building Les Terrasses de la Chaudière (TDLC) Complex and the Employer needs to use communiqués to inform employees of the improvement and next steps for all OHS concerns. Mr. Little Gagné indicated a need for two OHS Committees. Local regional OHS seemed fine, but he highlighted a need a joint OHS Committee at the national level (ISC-CIRNAC).

Mr. Tremblay acknowledged the issue and proposed that for the time being, two committees were necessary but that management would study this concern.

**10. HR- Sub- Committee- Raymond Brossard**

As a follow-up to the previous NUMMC (May 2018), Mr. Brossard inquired about the creation of an HR sub-committee, with the goal of providing a national forum for unresolved local issues. It had been agreed in May that sub-committee governance would be reviewed in the fall, when the nomenclature of the sectors or branches would be more defined. Mr. Tremblay agreed to the creation of the HR Sub-Committee.

**11. Updates on Respect in the Workplace Partnership Committee- Valerie Gideon/ Todd Panas**

Ms. Gideon shared that the first meeting of the Respect in the Workplace Partnership Committee took place on November 27, 2018. The committee developed a work-plan with an operational focus, complementary to the mental health strategy. It is with HR for review. Ms. Gideon also shared that exit interviews were discussed and noted Management’s desire to engage the senior leadership for support in implementing them.

Mr. Panas shared his concerns about the workplace climate and that it should be more welcoming (having employees who say “Hi” in the morning, for example). He spoke about the importance of having a change in the culture, towards a respectful workplace. Mr. Panas explained that Canada Revenue Agency (CRA) has a good model of a zero-tolerance harassment and violence policy that the Department should consider.

Mr. Tremblay mentioned that the Department is well-supported by laws and policies and employees know what is expected from them on this front. The Department is equipped with tools to prevent and respond to harassment in the workplace, but there is work to do concerning awareness.

**12. Science Integrity Policy- Michael Mihaylov**

Mr. Mihaylov reminded the Committee that on July 30, 2018, there was an announcement from the Minister of Science and Sport, the President of the Treasury Board and Minister of Digital Government regarding the development of a model science integrity policy. It was declared by government officials that the Chief Science Advisor is responsible for encouraging researchers to speak freely about their work and ensuring that this freedom is shielded from political, commercial or stakeholder interference. For this purpose, Dr. Nemer, Chief Science Advisor developed a [model science integrity policy](http://www.ic.gc.ca/eic/site/052.nsf/eng/00010.html) for federal researchers. This model policy proposes communication guidelines that are based in the fundamental right of scientists to speak freely about their work. Mr. Mihaylov explained that the departments were invited to review the model policy and consider how best to adapt the guidelines to meet the needs of researchers. Mr. Mihaylov clarified that the deadline for the implementation of this policy is due in two weeks (December 31, 2018) and the Department still do not have their policy.

Ms. Tardif suggested taking the model policy for the implementation, since it is important to have something in place and that the Department could remodel later.

**ACTION ITEM:**

* Implementation of the model policy for Science Integrity Policy

Mr. Tremblay responded that this should be brought to the Management Committee. It was determined that the Department would adopt the model policy for now, since there are not a lot of Scientifics in the Department.

**13. Pay Modernization (Phoenix) & MYGCHR – Daniel Archambault**

Mr. Archambault debriefed the committee on Pay Modernization. His team tackles the pay action request backlog with an aggressive approach to better support employees, which has resulted in a large decrease of cases. There are an additional ten (10) new employees (including in the regions) to deal with issues.

Mr. Archambault stated that all Trusted Sources have been centralized at the Compensation Liaison Office (CLO). Trusted Sources submit Pay Action Requests (PAR) on behalf of the employees/managers, and also educate, promote and refer employees to the right resource concerning pay and benefit questions and also direct complex pay issues to the CLO. They keep the BMUs informed about employees’ movement and budget for their forecasting. He indicated that the rate of rejected PAR’s has lowered from 40 % to 4 % since the centralization. He further shared that there has been improvement noted on the timeliness, where the average of all departments for parental leave processing is at 70% done on time, compared to 64 % previously. Mr. Archambault stated that the Public Service Pay Centre (PSPC) had provided departments with some pay access, as a number of pay advisors had been hired to deal with the backlog.

As of November 19, 2018, the HR team for ISC-CIRNAC has new responsibilities as part of a pilot project aimed at improving pay processing. Twenty-four compensation duties have been repatriated from the Public Service Pay Centre back to Departments. The job aid for HR business processes is being updated and will be shared soon.

A communication will be sent to remind managers to approve time and overtime requests (in Phoenix) from their employees before mid-December, to ensure that the employees’ T4s are well-adjusted for 2018.

Mr. Little-Gagné raised concerns about supervisors apparently being confused as to how to properly approve leave, stating that in the regions they do not follow the arrangements provided in MyGCHR. He suggested that a communiqué be sent to managers.

Mr. Archambault explained a decrease in most nursing transactions; however, there has been a slight increase in acting pay cases as the Pay Centre continues to await instructions on how to handle the nuances of certain acting situations involving nurses. In an effort to decrease nursing pay issues, the team lead for nursing compensation at the Pay Centre is proposing adding additional seasonal Compensation Advisors. He also informed the committee that there is a plan to revamp the departments' websites by April 1, 2019, featuring an improved first version by the end of December 2018. He further added that the Pay and Benefits site will be separated into two guides (one for the manager and the other one for the employees) to better define the roles and responsibilities relating to disability management, leave, benefits, leave without pay, termination, etc.

Mr. Archambault determined that only some Compensation Advisors will have Global Access to the pay system. The POD model is currently undergoing a mini-pod test at the RCMP and DND.

**14. Updates on Positive Space- Christopher Little-Gagné**

Mr. Little-Gagné debriefed the committee on the Positive Space Training. He noted that there have been 18 sessions delivered across the country and he was pleased that human resources were present and helped with translation of the presentation. Mr. Little-Gagné announced that he found a facilitator to give the presentation in French and he is planning a French session at end of January 2019. He also mentioned that that we need a champion to ensure the topic has leadership support and we need to give the tools and support to employees who would like to come out as homosexual, transsexual, etc.

Mr. Tremblay acknowledged the nomination of a champion. He added that it could be interesting to associate with the Joint Learning Program for a joint training on the subject.

**ACTION ITEM:**

* Nomination of a champion on positive space

**15. Round table and Conclusions – Jean-François Tremblay**

Mr. Panas called this meeting the first meeting of NUMCC ISC, since the one in May 2018 was missing a few members. Mr. Panas declared to be satisfied of the first official meeting

Mr. Little-Gagné reiterated the importance of the positive space training and nomination of a champion.

Mr. Hesch invited everyone around the table to visit Summer Beaver Ontario to better understand the reality in the region.

Ms. Méhu-Jules indicated that internal service CFRDO announced 2 models to be considered. CS, ISC, RO and Bargaining Agent can be consulted in the model.

Mr. Conn came back to the importance of focusing on the Workplace Well-being and Mental Health Strategy.

Mr. Tremblay concluded the meeting by stating that it was a positive one. He acknowledged that there are a lot of changes because of the transformation, but stated his intention to work together to get through it. He added that the draft minutes will be distributed for the members of this meeting for review and comments.

**NUMCC ACTION ITEMS – December 13, 2018**

|  | **ACTION** | **RESPONSIBILITY** | **COMPLETED** |
| --- | --- | --- | --- |
| **1** | Nomination of ISC Mental Wellness Co-champions (and a comment in the PDF document Workplace Well-being and Mental Health Strategy concerning co-champions). | **ISC** | Completed |
| **2** | Joint Committee for workplace wellness and mental health | **ISC** | On-going |
| **3** | Add Mental Health as a standing items for NUMCC-ISC | **CLR** | On-going |
| **4** | Remove date for NUMCC ISC 2020 and 2021, keep only the month | **CLR** | Completed |
| **5** | PSAC Collective Agreements have been distributed for most sectors in ISC. CLR is currently distributing for the FNIHB sector. | **CLR** | On-going |
| **6** | Implementation of Science Integrity Policy | **ISC** | To be completed |
| **7** | Nomination of a Champion for Positive Space | **ISC** | On-going |