

AGENDA		
<b>Meteorological Service of Canada (MSC)</b> <b>Labour Management Consultation Committee (LMCC)</b>  June 2, 2020 1:30 – 4:00 pm Eastern Time	Teleconference: 613-960-7511 OR 1-877-413-4782  Conference code: 4472759#  351 St. Joseph Blvd Gatineau, Quebec 8th floor / Room 8013	
Items	Lead	Time
<b>1. Welcome and adoption of agenda</b> 1) Recognize secretarial approval of the November 2019 Record of Decision over the winter and follow up on previous action items. See Document 1.2	Diane Campbell	15 min
<b>Discussion items</b>		
<b><u>2. Items submitted by MSC:</u></b> 1) Place Bonaventure move 2) MSC-specific considerations during COVID-19 pandemic; see Document 2.2 3) Updates on 2019 PSES results; see Document 2.3	MSC management and Union representatives from UHEW & PIPSC	45 min
<b><u>3. Items submitted by PIPSC:</u></b> 1) None submitted	MSC management and Union representatives from UHEW & PIPSC	
<b><u>4. Items submitted by UHEW:</u></b> 1) Communications regarding critical services (to be addressed under 2.2 above)	MSC management and Union representatives from UHEW & PIPSC	
<b>5. Next Meeting and Adjournment</b>	Diane Campbell/Union representatives	10 min

**Members**  
**MSC- Labour Management Consultation Committee**

**MSC:**

Diane Campbell, Assistant Deputy Minister MSC

Véronique Bouchet, Acting DG, Canadian Centre for Meteorological and Environmental Prediction (CCMEP)

David Harper, DG Monitoring & Data Services

Russ White, DG, Prediction Services

Jen Collette, DG, Policy, Planning & Partnerships

Nancy Roberts, Director, Policy, Planning and Partnerships (LMCC Secretariat)

**ECCC/HR:**

Madison Ala, Acting Team Lead, Labour Relations

Pascal Héon, Human Resources Manager

**UHEW:**

Shimen Fayed, Acting President

Cheryl Sullivan

**PIPSC:**

Waheed Khan

Bill Sukloff

# Meteorological Service of Canada (MSC) Labour Management Consultation Committee (LMCC)

## Meeting Minutes

November 20, 2019, 13h30-16h00 Eastern

Location: Room 8013, 8<sup>th</sup> floor, 351 St. Joseph Boulevard, Gatineau, Quebec

### 1. Welcome and adoption of agenda

The April 2019 Record of Decision was approved secretarially over the summer.

Review of action items (mostly related to PIPSC-sponsored discussion items) was deferred as PIPSC will not attend today's meeting.

See attached tables for updates to action items.

### 2. Discussion items submitted by MSC

#### 1) Early preparations for next 10-year strategy

Management noted that preparations are starting for the next 10 year strategy for the MSC, noting that Budget 2013 and 2018 investments will both be sunseting in 2023. UHEW emphasised the importance of both program and people considerations as the Branch moves forward. Management concurred.

#### 2) Updates on Directorate re-organizations

Updates provided on changes in all Directorates. Recent re-organizations within Directorates have resulted in changes predominantly at executive level and the creation of some new senior manager positions. No reductions to working level positions were made as a result of these changes.

#### 3) Updates on PSES follow-up actions

Individual directorate actions to respond to PSES 2018 were tabled for information. There was recognition that participation in PSES 2019 may be reduced as a result of survey timing (coinciding with both summer holiday period and active field season). Both UHEW and management noted that survey fatigue may become an important factor for future PSES results.

### 3. Items submitted by PIPSC

Not applicable. PIPSC was not in attendance.

### 4. Items submitted by UHEW

#### 1) MSC Demographics

- a) MSC Fact Sheet provided by HRB was shared. MSC recognizes need to increase efforts on completion of mandatory training.

- b) UHEW inquired about Official Languages capacity. MSC noted that complaints are increasingly about the provision of service in both official languages. MSC notes that there is a need to make sure that managers, even in unilingual regions, need to be bilingual. MSC recognizes that there is more work to be done to achieve a bilingual management cadre and that this is part of Branch succession considerations.

## **2) MSC Staffing**

- a) 2018-19 staffing table was presented, with a note that some numbers may need to be validated. UHEW expressed concerns if casuals are being used as a replacement to indeterminate or term staffing. Management noted that casuals are intended for short-term purposes only. As an example, during periods of significant challenges with the Phoenix pay system, some retirees were brought back on casual contracts to help alleviate specific short-term business issues such as coaching and mentoring younger staff in specialized areas.

***ACTION (55): Management (all) to validate the staffing table for the meeting record and to consider whether to refresh the table for the next meeting.***

## **3) Telework**

- a) UHEW noted that support for telework is important for employee's quality of life and expressed concern that the Department is not sufficiently open to telework opportunities.
- b) Management noted that telework is being considered where feasible. In several types of positions (e.g. forecasters, field staff), telework is not be feasible due to reliance on physical equipment or hardwired IM/IT requirements or in instances where closer supervision may be required. Management noted receipt of a growing number of requests to use National Capital Region GC Co-working spaces.

## **4) Mandatory Training**

Not discussed as it was addressed under 4.1

## **5) Joint Learning Program – Training**

- a) UHEW and management both commented favourably on the quality of the Joint Learning Program sessions (<https://www.jlp-pam.ca/workshops-ateliers-eng>) and expressed support for hosting the courses. UHEW encouraged increased participation from management at the training sessions and specifically encouraged hosting of the new Preventing Harassment and Violence in the Workplace course.

***ACTION (56): PPP to share links to JLP curriculum***

## **6) Respect and prevention of violence in the workplace**

- a) UHEW noted new legislation (Bill C-65) will be a disruptor for the public service in the scope of what constitutes violence in the workplace and employer requirements to investigate following a complaint. The Department will need to prepare itself for a potentially high level of complaints as these new mechanisms come into play and are

tested. UHEW advocated for a collaborative union-management approach that emphasizes prevention.

- b) Grievance information was made available at the Branch level through the October 10 HR LMCC but are not made available at the Directorate level to preserve anonymity. Management expressed familiarity with the current grievances underway within the Branch and committed to addressing systemic issues or trends. At this time, no trends have been noted across bargaining agents.
- c) UHEW encouraged zero tolerance, strong action and full accountability with respect to violence in the workplace.

#### **7) Fear of reprisal**

- a) UHEW raised awareness about the Fear of Reprisal campaign to encourage employees to raise and try to resolve concerns at the employee-manager level as much as possible. UHEW encourages managers to create safe space for employees to raise their concerns without fear of negative consequences and suggested mid-year and year-end performance reviews as opportunities to encourage open discussion.
- b) Management was strongly supportive of open and transparent discussions with staff and committed to continuing to foster this within their respective teams.

#### **8) Telematics**

- a) UHEW noted that a specific sector of MSC staff noted concerns related to the Telematics initiative. Management noted that this is a multi-year project being deployed across the federal government.
- b) This cross-Department project is being led by Corporate Services and Finance Branch for ECCC; questions should be directed to the Assets, Real Property and Security Directorate. Information is available through the ECCC intranet and an associated Ecollab-site.

***ACTION (57): PPP to share links to intranet page and ecolab on Telematics.***

#### **9) Compensatory time**

UHEW expressed gratitude for efforts to provide greater flexibility to staff in choosing between compensatory time and overtime pay and concerns that these changes have not been implemented at the practical level.

***ACTION (58): MDSD to follow-up. Bring back to the next MSC LMCC meeting for discussion.***

### **5. Next meeting and adjournment**

- a) Review of action items deferred to next meeting when PIPSC is in attendance
- b) Desire expressed to build a forward agenda to enable better preparation on both sides in advance of the meetings. Provision of more formal descriptions of the nature of the issue will support effective preparation and discussion.
- c) UHEW expressed willingness to meet with the ADM and DGs outside of the formal consultation committee to address issues.
- d) Next meeting to be held in late April or early May 2020.

***ACTION (59): PPP to provide list of e-mail addresses and phone numbers for all committee members.***

### Attendance:

#### **Meteorological Service of Canada:**

Diane Campbell, Assistant Deputy Minister  
Michel Jean, Director General (DG), Canadian Centre for Meteorological and Environmental Prediction (CCMEP)  
David Harper, DG, Monitoring & Data Services (MDSD)  
Russ White, DG, Prediction Services (PSD) – left meeting at 3 pm  
Jen Collette, DG, Policy, Planning & Partnerships (PPP)

#### **ECCC Human Resources Branch:**

Madison Ala on behalf of Sophie Lamothe, Team Lead, Labour Relations  
Pascal Héon, Human Resources Manager  
Adam Poch, Manager, Labour Relations Operations

#### **Union of Health and Environment Workers (UHEW):**

Todd Panas, President UHEW

#### **Regrets:**

ECCC HRB: Sophie Lamothe, Team Lead, Labour Relations  
UHEW: Cheryl Sullivan, Regional VP, Ontario; Jacqueline Gabon, Area VP 00709  
PIPSC: Waheed Khan, National Capital Region Director, Bill Sukloff, VP, PIPSC National Consultation Team for ECCC

## Log of Action Items

New or Open Actions as of MSC LMCC held November 20, 2019

Action Item	Date when item was originated	Status
ACTION (44): Consider to include unions in the orientation sessions for new employees to share information regarding union aspects	November 14, 2018	<p>UPDATE NOVEMBER 2019: COMPLETE. Unions were invited to the 2019 summer orientation session and will be invited going forward.</p> <p>UPDATE APRIL 2019</p> <p>Union information was included in most recent orientation sessions however feedback provided by attendees indicated that this information was less relevant for students.</p> <p>PIPSC encouraged MSC to promote the concept of PVM-wide orientation sessions to HRB. PIPSC expressed continued interest in providing basic union contact information to students and in receiving invitations to orientation sessions to allow for networking.</p> <p>MSC (Jen Collette) committed to include union information in the sessions and to look for opportunities to optimize orientation on a building by building basis.</p>
<p>ACTION (47): EE- Unions to ask HRB for employment equity information.</p> <p>ADM will write to HRB to support this request</p>	November 14, 2018	<p>UPDATE APRIL 2019</p> <p>Clarification received that employment equity statistics are desired. Minutes from November are revised accordingly.</p> <p>Information will be provided within the coming weeks.</p>
<p>ACTION (48): Meeting to discuss work functions in PC positions – PIPSC and MSC</p> <p>Mechanism for classification to be discussed with DGs CCMEP and PSD</p>	November 14, 2018	See item 3.2 of April 29 meeting
ACTION (49): Bring forward PSES as a discussion item for September	April 29, 2019	COMPLETE. Item was tabled in November 2019.

Action Item	Date when item was originated	Status
ACTION (50): Russ committed to sharing some information about MSC's efforts to resolve pay issues with unions	April 29, 2019	PENDING
ACTION (51) Management will gather more insight on some of the considerations in reviewing leave requests under Professional development to share with unions. Unions will bring back what is being heard across difference ECCC Branches.	April 29, 2019	PENDING
ACTION (52) Management to provide heads' up to unions for future messaging on broad operational messaging.	April 29, 2019	ONGOING e.g. PPP shared information with unions about planned functional realignments in advance of meetings with staff (Spring 2019)
ACTION (53): Future agendas will alternate between UHEW and PIPSC agenda items. MSC (Jen Collette) to develop template to solicit agenda items to better articulate objectives and requirements for each item, as well as priority for discussion.	April 29, 2019	COMPLETE. Template was circulated in advance of November 2019 meeting.
ACTION (54): Management to endeavor to have minutes drafted and circulated within 6 weeks of the meeting.	April 29, 2019	COMPLETE. April 2019 minutes were circulated in June 2019 and approved secretarially.
ACTION (55): Management to validate the staffing table for the meeting record and consider whether to refresh the table for the next meeting.	November 20, 2019	NEW
ACTION (56): PPP to share links to JLP curriculum	November 20, 2019	NEW <a href="https://www.jlp-pam.ca/workshops-ateliers-eng">https://www.jlp-pam.ca/workshops-ateliers-eng</a> COMPLETE



Action Item	Date when item was originated	Status
ACTION (57): PPP to share links to intranet page and ecolab on Telematics.	November 20, 2019	<p>NEW</p> <p><a href="http://intranet.ec.gc.ca/default.asp?lang=En&amp;xml=6CB20B65-04F1-4709-8F93-DBAD5DC61E14">http://intranet.ec.gc.ca/default.asp?lang=En&amp;xml=6CB20B65-04F1-4709-8F93-DBAD5DC61E14</a></p> <p><a href="https://ecollab.ncr.int.ec.gc.ca/org/11001/Governance/Forms/Standard%20View.aspx?RootFolder=%2Forg%2F11001%2FGovernance%2F04%5Ftelematics&amp;FolderCTID=0x01200078F66FCA986CC54581069119B0D0EC49&amp;View=%7BB07804A3%2D38A4%2D4849%2D89C4%2DE3B66ACE84C0%7D">https://ecollab.ncr.int.ec.gc.ca/org/11001/Governance/Forms/Standard%20View.aspx?RootFolder=%2Forg%2F11001%2FGovernance%2F04%5Ftelematics&amp;FolderCTID=0x01200078F66FCA986CC54581069119B0D0EC49&amp;View=%7BB07804A3%2D38A4%2D4849%2D89C4%2DE3B66ACE84C0%7D</a></p> <p>COMPLETE</p>
ACTION (58): MDSD to follow-up. Bring back discussion on compensatory time to the next MSC LMCC meeting for discussion.	November 20, 2019	NEW
ACTION (59): PPP to provide list of e-mail addresses and phone numbers for all committee members.	November 20, 2019	NEW



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# MSC Considerations During the COVID-19 Pandemic

MSC Labour Management  
Consultative Committee  
June 2, 2020



## **Many of MSC's services and operations are government mission critical and continue to operate on site across the country...**

- Monitoring stations and supporting locations (including warehouses) across the country
  - National Hydrological Services – locations across the country
  - Canadian Meteorological Centre (operational numerical weather prediction) – Dorval
  - Storm Prediction Centres (SPC) in 7 locations
  - Aviation forecast centres in 2 locations (co-located with SPC in Edmonton and Montreal)
  - Canadian Ice Service in Ottawa
  - Military weather centres on 3 DND bases (Halifax, Gagetown, Esquimalt)
-

## **Key actions were taken at Branch level...**

- MSC has detailed Business Continuity Management Plans which are reviewed and tested.
  - MSC activated its Crisis Management Team during the week of March 9, 2020
    - Multi Branch Team members (HRB, CSFB, SSC...)
  - ADM messages to all staff (March 14, March 23 and April 9)
  - Travel restricted; plans to host international guests cancelled
  - Telework implemented early where feasible, with VPN Priority access identified for almost 400 MSC staff
  - Capacity and operational issues being carefully monitored
-

## **Actions were taken in forecasting centres and adapted as the weeks progressed...**

- Physical distancing has been expanded where possible
  - Increased frequency of workplace cleaning
  - Alternate workstations configured in back-up locations on- and off-site
  - Non-operational staff experienced in operations were identified to augment emergency rosters
  - Tiered priority lists for products and services updated
  - PSD Directorate-level crisis cell activated and operating principles were updated
  - 2 PSD table-top exercises conducted to test plans
  - Found solutions to allow more products to be issued remotely
  - Interim parking arrangements for 24/7 staff (where not already available)
-

## **Monitoring and field work was prioritized and work procedures were updated...**

- Limiting field work to activities needed to ensure continuity of critical services and/or responding to significant network issues or outages
    - Preventative maintenance postponed
    - Site visits reviewed and categorized based on accessibility (i.e.: day trip, multi-day trip or remote location) – lowest risk work prioritized
    - Providing employees with critical service letters to address movement restrictions
  - Early precautions taken to socially distance key staff involved in flow forecasting (i.e.: LWCB and ORRPB)
  - Cancellation of all international travel and planned group training
-

# Including field work OHS measures

- New procedures put in place to address COVID-specific risks to employees – supported by updated guidance and SWPs that includes:
    - Existing guidance and rules from PHAC, OCHRO/TBS & ECCC
      - Quarantine/Self-isolation requirements, hand washing, social distancing, etc.
    - Enhanced sanitizing of equipment and vehicles
    - Specific protocols for travel:
      - One-person per vehicle
      - Temporary long-term lodging rentals for multi-day trips (not on employee travel card)
    - Direction on use of Personal Protective Equipment (PPE) and other supplies to maintain sterile working environment during field work.
    - Guidance for working in close proximity to others (where social distancing is not possible)
    - Working with charter air services to ensure adequate safeguards are in place before committing to flights.
  - Acquiring PPE supplies from existing ECCC inventories, as well as bulk purchase through Procurement and PSPC.
-

## **As well as modelling and prediction operations.**

- Dedicated areas for critical staff to work
  - Identification and testing of reserved backup areas in case of contamination
  - New safety procedures to monitor building access
  - Improved cleaning procedures
  - Scheduling of teams, limiting exposure
  - Decontamination response plans prepared
  - Modified MOIP Training program to ensure early availability as extra operational resources
-



# **Departmental actions have also been instrumental to enable new ways of working**

- Significant increases to bandwidth and access points available to east (2 fold) and west (5 fold) VPN portals
  - Enabling remote Linux access points
  - Deployment of MS Office 365 and Teams
-

## **Directorate Communications have been tailored to organizational needs.**

- Directorate-specific engagement and messaging to staff at all levels is happening regularly. Examples:
    - E-mails from DGs to all staff, such as MDSD communiques with updates and important information
    - Increased frequency of team/staff meetings and bilats to maintain awareness of employee wellbeing and mental health
    - Town Halls for all staff with regular Q&A sessions
-



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# **PSES 2019: Branch Actions, Results and Path Forward**

Meteorological Service of Canada (MSC)  
Branch Labour Management Consultation Committee (BLMCC)

June 2, 2020



Canada 

## Discussion Today

- Review MSC priorities resulting from 2018 Public Service Employee Survey (PSES).
- Provide an overview of results of Branch results for PSES 2019.
- Seek feedback on areas for new and/or continued efforts over the coming year.



## In 2019-20, MSC undertook Directorate specific engagement in areas of senior management and healthy workplace

- Strengthening communication across the organization and to endeavor to provide clarity of direction in tasking work.
- Support to manage stress and encourage civility and respect in the workplace.
- Encouraging conversations on harassment prevention and on values and ethics in the workplace.
- Training to strengthen leadership in providing feedback and having difficult conversations.



# Review Directorate-specific actions following up on PSES 2018

PPP	CCMEP
<ul style="list-style-type: none"><li>• Held several Harassment Training Sessions to ensure that all employees had opportunity to participate</li><li>• Initiated an “Ideas Wall” with monthly questions and discussion topics, allowing for anonymous feedback to management</li><li>• Provided greater insight into management decision making by opening up Management Committee meetings to all employees and sharing meeting materials.</li><li>• Held an “All Staff” meeting with focused session on mental health involving a guest speaker as well as other divisional engagement on issues related to work-life balance and stress management.</li></ul>	<ul style="list-style-type: none"><li>• Commitment to information sharing and acting on PSES results demonstrated through analysis of PSES 2018 issue shared with all employees</li><li>• For each of the 4 CCMEP divisions, the DG held an open discussion with employees, and the participation of the director</li><li>• Two groups were created to provide ongoing training to employees at the workplace during the year (IT and science)</li><li>• A web page with the resources related to HR have been created and contact points for HR issues were established.</li></ul>



# Review: Directorate-specific actions following up on PSES 2018

MDSD	PSD
<ul style="list-style-type: none"><li>• To improve communication, weekly highlights of major accomplishments and priorities shared with all staff.</li><li>• Earlier in year, DG and Director visits to regional offices to engage in Town Hall presentations and Q&amp;A sessions.</li><li>• Initiatives to improve mental health including two Workplace Wellness training sessions led by the OCM in March 2019 and a Work/ Life Balance session in January 2019 as well as a Mental Health Awareness training session provided in December 2019 (among others)</li><li>• Strategic HR plan will incorporate actions to respond to key issues highlighted by the PSES Survey, such as succession planning</li></ul>	<ul style="list-style-type: none"><li>• Developing a national roadmap and project management structure to effectively implement their transition</li><li>• Developing a quarterly newsletter to meet staff needs and developing and engagement plan for DG and EXs to meet with staff</li><li>• At the Division level, open office hours encourage engagement with management.</li><li>• Divisional meetings held to address key topics for the organization and staff were engaged in discussions on well-being and mental health.</li><li>• Given the higher rate of pay issues for the Directorate, invested in the tracking of staff pay challenges</li></ul>



# PSES 2019 results represent good cross section of MSC activities

- PSES 2019 response rate for MSC was 50%, compared to 48% in 2018 and 65% for ECCC in 2019.

Directorate	PSES 2019 Response Rate
Canadian Centre for Meteorological and Environmental Prediction (CCMEP)	53%
Monitoring and Data Services Directorate (MDSD)	42%
Policy, Planning and Partnerships Directorate (PPP) & Assistant Deputy Minister's Office (ADMO)	75%
Prediction Services Directorate (PSD)	44%



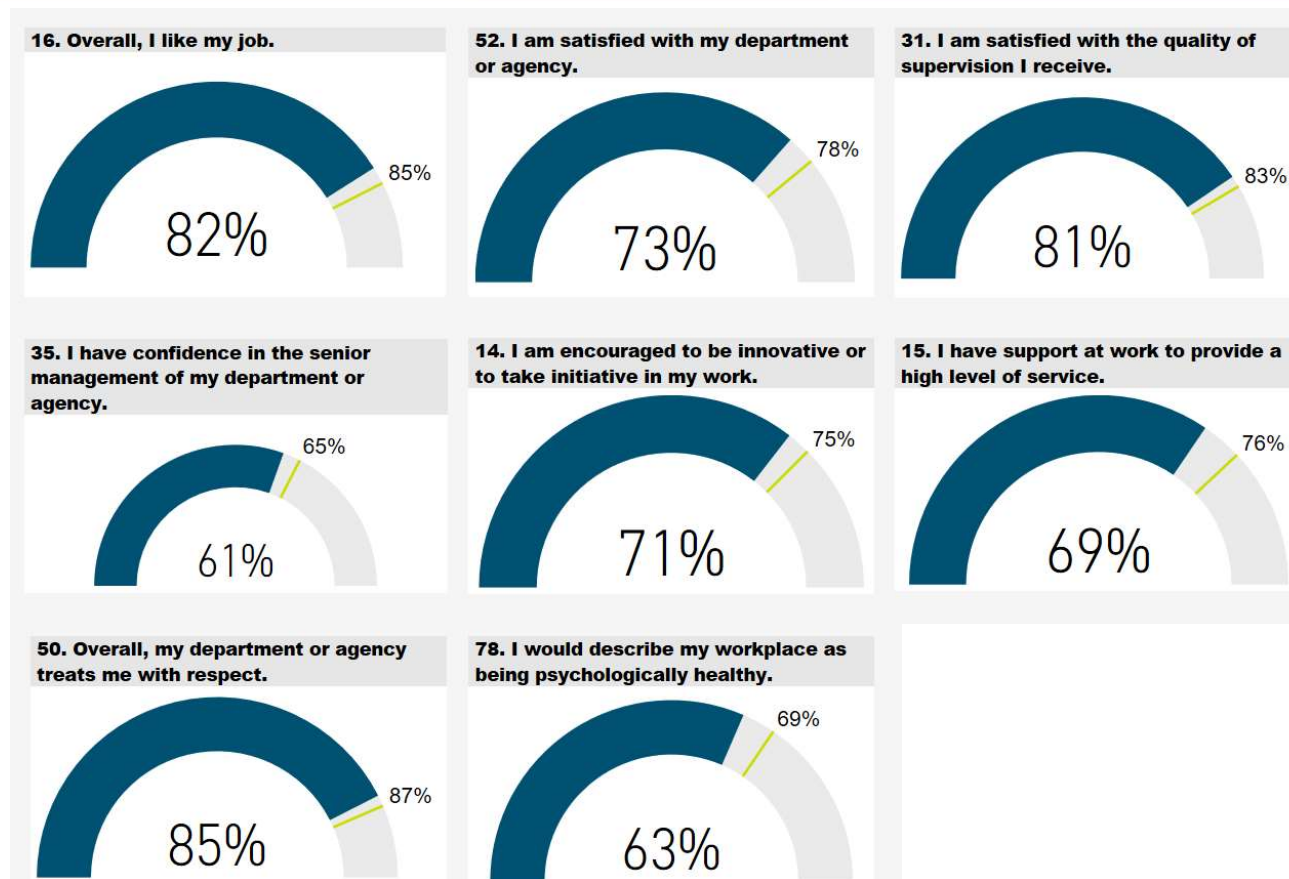


# PSES 2019 results showed improvements across board for MSC

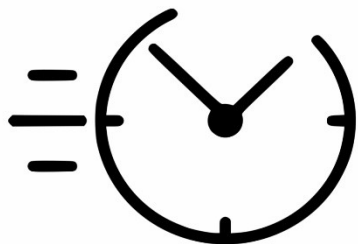
- Confidence in and information flow from senior management
- Handling and resolution of pay issues
- Support to provide a high level of service
- Meaningful recognition for work well done
- Resolution of interpersonal issues
- Acceptance of all as equal member of team
- Support for new ideas
- Recommend department as a great place to work



# MSC results - key indicators



# Positive responses to questions on senior management increased in 2019



Senior management makes effective and timely decisions

	2019	2018	2017
PS	53	48	49
ECCC	55	46	46
MSC	48	39	38

By MSC Directorate for 2019:

CCMEP	55% *
MDSD	46%
PPP/ADMO	57% *
PSD	43%

*\* increase of 10 pp or more*



I have confidence in senior management.

	2019	2018	2017
PS	62	58	57
ECCC	65	58	57
MT	61	53	52

By MSC Directorate for 2019:

CCMEP	61%
MDSD	60%
PPP/ADMO	72% *
PSD	60%



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# Key indicators of job satisfaction on the rise in PSES 2019



Overall I like my job.

	2019	2018	2017
PS	81	80	80
ECCC	85	82	83
MSC	82	82	83

By MSC Directorate for 2019:

CCMEP	88%
MDSD	78%
PPP/ADMO	82%
PSD	86%



I would recommend my department as a great place to work.

	2019	2018	2017
PS	70	67	66
ECCC	79	73	72
MSC	72	64	70

By MSC Directorate for 2019:

CCMEP	80%
MDSD	72%
PPP/ADMO	81%
PSD	75%



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# Harassment showing small decrease, while nature may be changing

- For MSC in 2019, harassment most likely to come from individuals with authority and take the form of being excluded/ignored.
- Compared to ECCC, MSC respondents more likely to have experienced harassment from:
  - individuals working for them (14% MSC, 9% ECCC) – while higher than department, significant decrease from 20% in 2018
  - other departments/agencies (12% MSC, 6% ECCC)
  - members of the public (8% MSC, 4% ECCC)

} 2X the rates reported for MSC in 2018



# MSC respondents feel more comfortable addressing harassment

- In addressing harassment, MSC respondents in 2019 were less likely than ECCC to use informal processes or formal grievance, with 25% resolving issue on their own (vs 13% in 2018 for MSC).
- MSC respondents more likely to agree they can initiate a formal recourse process without fear of reprisal (62% MSC vs 57% ECCC).



# New questions on career will help MSC identify tailored approaches

MSC respondents reported that the following factors had a moderate or greater impact on their career progress in the last 12 months:

- Personal family obligations (23%)
- Access to language training (24%)
- Access to learning opportunities (13%)
- Access to development programs (30%)
- Discrimination (8%)
- Level of education (10%)
- Lack of opportunities in region (35%)
- Accessibility issues (4%)

*Similar results to rest of Department, with only significant differences being access to language training (19% ECCC) and access to developmental programs (26% ECCC).*



## 58% of MSC respondents experienced new pay issues while more are satisfied with response

Question	MSC 2019	ECCC 2019	Change for MSC over 2018
Have all your pay or other compensation issues been resolved	34%	39%	Increase of 12 pp
I am satisfied with support from the Pay Centre	18%	20%	Increase of 8 pp
I am satisfied with support from my Department to help resolve pay or compensation issues	31%	38%	Not asked in 2018

- MSC respondents more likely than ECCC overall to experience issues with overpayments and acting/overtime/extra duty pay.
- Respondents experiencing new pay issues by Directorate ranged from 56% PPP/ADMO to 61% PSD.





# 2019 PSES results will inform engagement and activities in 2020

*Staying the course in key areas will help MSC continue building on positive results seen through PSES 2019*

- Overall Branch priorities will continue to be senior management communication and engagement, healthy workplace, and resolving pay issues.
- Directorates and Divisions will undertake tailored activities to continue building a workplace of choice.
- Results will be used to help the MSC develop Branch-wide approaches to people management and engagement.





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# DISCUSSION / QUESTIONS



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