

**Fisheries and Oceans Canada
NATIONAL UNION MANAGEMENT CONSULTATION COMMITTEE**

**November 22, 2018
11:00 a.m. to 4:00 p.m. (EST)**

**Ottawa, Ontario
(BCC, 200 Kent Street)**

MINUTES AND ACTION ITEMS

AGENDA ITEM 1: Opening Remarks and Review of Agenda

Catherine Blewett, Deputy Minister

The Deputy Minister (DM) opened the meeting, and acknowledged the very full agenda, which reflected the mutual interests of the parties. She reminded everyone to be mindful of time and reviewed a few administrative matters before her opening remarks.

In her opening remarks, the DM provided an overview of the changes and initiatives that have occurred since the May 10, 2018, National Union Management Consultation Committee (NUMCC) meeting, which included:

- Welcoming a new Minister, the Honourable Jonathan Wilkinson, who was a quick study and very interested in receiving weekly updates on Phoenix issues.
- Continued dialogue on mental health, including bargaining agent participation and initiatives such as “I’m not myself today”, mental health themed town halls and a DM’s armchair discussion.
- A Respect Day planned the following week.
- In the spirit of reconciliation, the Department launched a new Arctic Region for DFO and the Canadian Coast Guard. The DM expressed that the commitment to reconciliation and renewing the relationship with First Nations, Inuit and Metis people was very near and dear to her heart. She also expressed that she saw this as an opportunity and thanked her colleagues who moved the initiative forward. By doing so, it will incrementally add resources and support the Department’s mandate.
- The Goodbye Plastics initiative that the Department had adopted, which looks to reduce the use of single-use plastics.
- The 2-year anniversary of the Oceans Protection Plan.

Changes to the senior management team were highlighted and included the following:

- Arran McPherson’s appointment as Assistant Deputy Minister, Ecosystems and Oceans Science;
- Gabriel Nirlungayuk’s appointment as new Regional Director General for the DFO Arctic Region;
- Neil O’Rourke’s appointment as new Assistant Commissioner for the Coast Guard, Arctic Region;
- Gary Ivany, has moved into the role of Assistant Commissioner for the Canadian Coast Guard, Central and Arctic Region as an interim measure until the position is filled;
- Brian LeBlanc, has moved into the role of Assistant Commissioner for the Canadian Coast Guard, Atlantic Region as an interim measure until the position is filled; and
- Jennifer Cruickshank, who will be joining us at the beginning of December in the role of Director, Labour Relations.

The DM congratulated Jacqueline Pygiel on her election as National President of Unifor Local 2182.

The DM then encouraged a round table of the participants to introduce themselves. During the round table, Todd Panas, National President, Union of Health and Environment Workers (UHEW) announced that Rae McCleave would be taking over for Jeff Irwin.

The meeting participants reviewed the Agenda and did not add any items for discussion.

AGENDA ITEM 2 (STANDING ITEM): Review of Minutes and Follow-up Items from the May 10, 2018, NUMCC Meeting

Dominic Laporte, ADM, Human Resources and Corporate Services

The Assistant Deputy Minister, Human Resources and Corporate Services (ADM, HRCS) reviewed the minutes from the May 10, 2018, NUMCC and provided updates on the action items. No action items from the previous meeting remained outstanding.

Todd Panas, National President, UHEW, noted that the update on Performance Management was previously a standing item and discussed earlier in the meeting. It was agreed that this topic would return as a Standing Item and discussed earlier in future NUMCC meetings to ensure the topic received the focus that it needs.

Actions Required:

- Maintain NUMCC start time at 11:00 a.m. for all future meetings.
- Identify two potential meetings dates for future NUMCCs and consult the participants on their availability.
- NUMCC Agenda – Establish Performance Management as a Standing Item and schedule discussion earlier in the meeting.

OPI: LRCOE

AGENDA ITEM 3: NUMCC Terms of Reference

Alyson Maynard, A/Director, LRCOE

The Labour Relations Centre of Expertise (LRCOE) noted that the English version of the ToR did not match the French and a number of the participants/titles have changed. In accordance with the provisions of the ToR, it was recommended that the ToR be reviewed. The review will be done jointly with the Bargaining Agent Representatives before the next NUMCC, with the intention to send the NUMCC participants the amended ToR secretarially one month prior to the next NUMCC. The ToR would then be approved at the next meeting.

Todd Panas, National President, UHEW proposed that the review be conducted by a joint review committee. He noted that it is rare that the Committee refers to ToRs and that he finds the ToR dated. He proposed that the ToR be reworked to be an objective statement for the Committee and that consideration be given to reducing the ToR to a more simplistic, one-pager.

Joy Thomson, National Secretary Treasurer, Canadian Merchant Service Guild (CMSG) requested that meeting documents are provided to the participants one-week prior to the meeting to ensure that those who are travelling have the opportunity to download and review them. Ms. Thomson did note that she received the English and French documents at the same time.

Judith Leblanc, President, National Consultation Team, Professional Institute of the Public Service of Canada (PIPSC) indicated that PIPSC would like to be involved in the review of the ToR and encouraged all to provide feedback and participate.

Actions Required:

- NUMCC ToR to be reviewed and amended through joint consultation.
- Documentation (English and French) for the NUMCC to be provided one week in advance of the meeting to ensure those who are travelling have the time to download and review the materials in advance.

OPI: LRCOE

AGENDA ITEM 4 (STANDING ITEM): Respect in the Workplace

Philippe Morel, ADM, Aquatic Ecosystems and Departmental Co-Champion, Respect Initiative

Patrick Vincent, RDG, Quebec Region and Departmental Co-Champion, Respect Initiative

Terry Fleet, Vice-President, National Consultation Team, PIPSC

Philippe Morel, ADM, Aquatic Ecosystems provided an update on the Respect in the Workplace Initiative. September 7, 2018, was the first anniversary of the implementation of the Dialogues on Respect. Aligned with this, steps were taken a little over a year ago to train Respect Ambassadors. The Department now has ambassadors in every area of the country and a Respect Liaison Coordinator, who is responsible for managing enquiries received from employees and ensuring they are assisted by the right resource. The Departmental Co-Champions have challenged all employees to initiate dialogues on respect.

The Respect Steering Committee has three priorities:

1. Promoting Regional Activities and Strengthening Capacity
2. Celebrating National Respect Day
3. Encouraging and Supporting the Dialogue on Respect at all levels of the organization.

These priorities are supported by a number of activities, including a newsletter every three months which showcases best practices; Respect Day Activities; a Tiger Team for organizing the activities; and regular dialogues. At least 10% of DFO's workforce has been involved in the dialogue on respect. It was also noted that the Steering Committee collaborates and partners with Your Professional Network (YPN).

Terry Fleet, Vice-President, National Consultation Team, PIPSC, acknowledged that the experience has been amazing. The Steering Committee has seen more active participation of employees at events. While it is difficult to measure the success of the initiative, there are qualitative indicators that show improvements. He mentioned National Respect Day on November 29 and the activities that have been planned across the country but warned that it is important to continue. Wade Spurrell, A/Deputy Commissioner, Operations, was in support of Mr. Fleet's comments and the need to remain diligent in our efforts. He noted that individuals external to the Department took note of the posters and points on respect when they walked through the base in Newfoundland.

Patrick Vincent, RDG, Quebec Region and Departmental Co-Champion, Respect Initiative, echoed that the initiative has rolled out well. He emphasized that there are resources for Managers on engaging in a respectful dialogue.

Mary-Ellen Valkenier, RDG, Maritimes Region, noted that her Region has a week of activities planned for Respect Day and that she is pleased to continue to support the initiative. She also noted that some activities planned for Respect Day intersect with the 16 Days of Activism against Gender Based Violence.

Todd Panas, UHEW, noted that he was very pleased with the work that DFO has done for the Respect Initiative. He acknowledged that five departments and two agencies would be promoting National Respect Day this year and that DFO and Health Canada are leaders. He expressed that it needs to go further than awareness; it needs to be put into practice by everyone. He acknowledged that the performance management process is a perfect opportunity for testing the waters and ensure respectful, considerate dialogues are taking place. Mr. Panas raised that some employees still do not feel they can have respectful, open discussions for fear of reprisal. He recognized that culture change takes time. He felt that the Safe Workspaces report and the assent of Bill C-65 are steps in the right direction.

AGENDA ITEM 5a: Workplace Well-Being – Harassment

Tom Balfour, Director General, Human Resources

Irene Arkorful, Manager, Workplace Well-Being

Tom Balfour, Director General, Human Resources, noted that in 2016/17, the Department had 14 harassment complaints. The following year, the number jumped to 41, primarily as a result of one employee filing a number of complaints. Mr. Balfour then introduced Irene Arkorful, Manager, Workplace Well-Being and advised that the Workplace Well-Being team have delivered training on the topics of harassment, conflict of interest, values and ethics and the services provided overall for mental health and wellness in the Regions. He noted that increased awareness of process can result in increased reporting of incidents, which is positive as employees are comfortable raising their concerns. It was also noted that the Department has addressed and closed a number of harassment cases. Informal Conflict Management practitioners had been hired for the National Capital Region and Pacific.

Terry Fleet, PIPSC, noted that the well-being sessions in Newfoundland and Labrador Region are helping.

Todd Panas, UHEW, requested that harassment and violence complaints numbers or statistics are reported together. He believes there is still a lot of confusion regarding the process, despite that they are to be treated the same. Mr. Panas expressed that the Employer should not be doing fact-findings in relation to violence complaints as it is not the Employer's job to determine if violence has occurred - it is the Employer's responsibility to end the violence or appoint a competent person to investigate. Mr. Panas requested more education and proactive management of complaints, that Departments take a zero-tolerance approach to harassment and that a risk assessment of whether the respondent can stay in the workplace take place every time. UHEW feels there is too much focus on the respondent and not the complainant. Dominic Laporte, ADM, HRCS confirmed that Dawn Pearcey, Departmental Security Officer (DSO) would be able to provide more information and acknowledged that this topic would be on management's Agenda for discussion at their face-to-face in December 2018.

Actions Required:

- Harassment and Violence Statistics are reported together at future NUMCCs.

For Consideration:

- More education.
- Proactive management of complaints.
- Zero-tolerance approach to harassment.
- Risk assessment of whether the respondent can stay in the workplace should happen every time.

OPI: Workplace Well-Being and Occupational Health and Safety

AGENDA ITEM 5b: Fear of Reprisal

Dominic Laporte, ADM, Human Resources and Corporate Services

Dominic Laporte, ADM, HRCS advised that at the last NUMCC, one of the subsequent action items was to create a joint committee on Harassment/Fear of Reprisal. Despite multiple requests, there was very little uptake and as a result, the Department is considering other means to engage on this topic. A communications strategy will be drafted to address harassment and fear of reprisal, and aligned with an updated website. The draft will be shared with bargaining agents and management for comments.

Actions Required:

- Draft communications strategy to address harassment and fear of reprisal and align with an updated website.
- Consult management and bargaining agents on the proposed communications strategy.

OPI: Workplace Well-Being

AGENDA ITEM 5c: Mental Health Strategy – Joint Committee

Tom Balfour, DG, HR

Tom Balfour provided an update on the work of the Mental Health Consultative Committee and the work that has been completed with the Committee Co-chair, Martin Mika, Regional Vice-President, Ontario, UCTE. The Committee has met 13 times to discuss a number of priorities and initiatives, including expanding the membership and being even more active on the mental health front. A recently released report from the Clerk of the Privy Council on Psychological Health and Safety Management Systems had specific items that Departments were required to act upon. The Workplace Well-Being team will be establishing a small team to lead this work, in collaboration with the Consultation Committee. A call-out for new members will be sent out by December 7, 2018, to seek new Committee members and engage individuals on new ideas to support a renewed mandate that includes examining the effects of psychological trauma and to work on the mental health strategy (including changing culture, building capacity, developing measurement indicators). There is also a plan to roll-out training following a successful pilot in the Gulf Region at the Canadian Coast Guard College.

The DM advised that she continues to participate on the Clerk's group on Mental Health. She confirmed that at each meeting, the Clerk challenges the participants to look at surveys and the tools that exist and

improve outreach communications. In addition, a link may also be made with the performance requirements for the coming year and that Departments will be required to report on Mental Health.

Terry Fleet, PIPSC, raised a concern about how harassment complaints are managed and that the investigation process is flawed. The timeline for resolving a complaint is long, sometimes over a year. As a result, there can be problems if the employee continues to work while the investigation is awaiting results. PIPSC requested that the process be improved and suggested that education for employees, in the form of a one-pager regarding the process, may assist.

Todd Panas, UHEW, advised that UHEW's next campaign is Fear of Reprisal. On November 26, 2018, Health Canada and the Public Health Agency of Canada will be launching their Fear of Reprisal Committee. It takes an average of two-years for anyone to reach out when the concerns relate to mental health. Mr. Panas feels that departments need to do a better job of determining why people leave their department, or go on extended leave, and more tangible programs that will contribute. Mr. Panas commended the DM on leading an Exit Interview Program to find out why people are leaving the Department but felt more is needed. When employees return from an extended absence, they should be welcomed into a positive and supportive environment. Departments should consider expanding telework arrangements and peer supports to allow employees with anxiety to return to work, without facing stigma. Mr. Panas challenged the Committee to look at these ideas, as well as others, and raise the bar.

Kevin Stringer, Associate DM, advised that the Department has come far. The discussions are taking place not only within the bargaining agents but also at the DM level. There remains no question that culture change is bigger than an objective in a performance agreement. He acknowledged there is still progress to be made and that there is an incredible opportunity for departments – the coming into force of Bill C-65 and the Clerk's Safe Workspaces report. Mr. Stringer encouraged everyone to participate and move this initiative forward.

Mary-Ellen Valkenier, RDG, Maritimes, expressed that she was extremely pleased with the level of engagement in her region. She confirmed that there has been involvement in 15 different champion committees, all supporting mental health. Furthermore, the Region has held a number of training sessions, such as the Mental Health First Aid. She also talked about the #Notmyselftoday campaign and the education piece surrounding this initiative. She was concerned to hear that some members are raising concerns about the approach and/or support. She encouraged specifics to be shared so that these can be properly addressed.

Robert Elliott, DG, Strategic Policy, added that he felt that the initial pessimism has dissipated and that there appears to be much more openness for employees to speak to their manager about challenges they are facing. He recognized there is still progress to be made, but the Department has come a long way.

Roger Girouard, Assistant Commissioner, Western Region, echoed the numerous positive initiatives that have taken place, including the Road to Mental Readiness (R2MR) training that is being rolled-out. Mr. Girouard talked about the Canadian Coast Guard's CISM program to assist employees who have been exposed to significant trauma. Employees who have PTSD have access to a wounded warrior's treatment program. Mr. Girouard acknowledged that reporting can be problematic, but they are working with the Safety Security and Emergency Services to look into how reporting can be improved. Consideration is also being given to healing circles and improving case management.

For Consideration:

- Improve education for employees regarding process.
- Healing Circles.
- Improving Case Management.

OPI: Workplace Well-Being

AGENDA ITEM 5d: Public Service Employee Survey

Tom Balfour, DG, Human Resources

Tom Balfour, DG, HR, advised that the DFO response rate to the PSES was 60.8%, up from 50.5% in 2017. Overall, the response rate for the Public Service was 57.7%, down from 61.3% in 2017. A concerted effort was made to get paper copies of the survey to Coast Guard vessels, and increase communications to employees from our Departmental Champions. TBS has advised that the result of the survey will be made available by the end of January and that the organizational break-down will be available by the end of February.

The Department will be continuing the messaging and reporting on the Departmental Action Plan and the actual actions taken to address the priorities.

AGENDA ITEM 5e: Exit Interview Program

Tom Balfour, Director General, Human Resources

Todd Panas, UHEW, explained that usually, a supervisor and a departing employee would discuss the reasons the employee has decided to leave a Department. UHEW has found that when the interviews are taking place, that they do not tend to result in any action. This means that valuable information is lost and the Department does not get the opportunity to make improvements. Mr. Panas suggested that Workplace Well-Being may be in the best position to take on an Exit Interview Program as it is viewed as neutral. Mr. Panas suggested that such a program is positive, inexpensive and can be completed by way of a questionnaire. Mr. Panas also offered to work with Department and run the initiative jointly.

The DM acknowledged that an exit interview or questionnaire is the usual way of managing departures. She was strongly supportive of having a program, developed under an appropriate framework.

Patrick Vincent, RDG, Quebec, advised that when an employee leaves the Department, he signs a letter which offers the employee an opportunity to meet with him to provide feedback about their experience. He did not see a concern with having a National program but raised that not only is it important to determine how the information will be used, but also who will compile the information.

Dominic Laporte, ADM, HRCS, advised that the Department recently launched a new questionnaire. Tom Balfour, DG, HR, clarified that the new exit interview questionnaire was relaunched last summer. A statistical report will be produced and shared in the New Year.

Actions Required:

- Provide statistical report regarding the Exit Interview Results to the Bargaining Agents.

OPI: Workplace Well-Being

AGENDA ITEM 6: Recruitment and Staffing – Staffing Timeliness Strategy

Marc Morin, Senior Director, Organizational Design and Talent Acquisition

Marc Morin, Senior Director, ODTA, explained that the Staffing Timeliness Strategy is largely driven by the Phoenix Pay System as the effectiveness of Phoenix relies on the timely entry of staffing actions. Phoenix pushes us to streamline and lean the process. In addition, Phoenix is better at dealing with transactions in the future. Any late transactions require manual intervention by the Pay Centre. A LEAN exercise was conducted over the summer in the context of improving HR to Pay timelines and several discoveries were made. As a result of the LEAN process, the HRSR was removed from the process. In addition, the Department is working with the PSC on a strategy for obtaining a bulk priority approval for individuals who are hired within the SO and Ships Crew populations. Lastly, the Department will move to abolish its internal priority list and will only refer to the Priority Information Management System (PIMS). Removing the duplication from our Department's process has no impact on our employees. Appointments will still be made based on merit and free from political bias.

Joy Thomson, CMSG, raised concerns with how long it can take to obtain an RCMP clearance and the delay it causes with respect to appointments. Dominic Laporte, ADM, HRCS, acknowledged that the Department is aware of the delays and are looking into solutions for improvement.

AGENDA ITEM 6: Recruitment and Staffing – Statement of Merit Criteria

Jessica Guitard, Labour Relations Advisor, Canadian Association of Professional Employees (CAPE)

Jessica Guitard, LR Advisor, CAPE, raised concerns with respect to the "Recent Experience" requirement on the Statements of Merit Criteria (SOMC) as this can have a great impact on employees who have been on leave. She asked the Department to consider removing "recent" to remove a potential barrier.

Marc Morin, Senior Director, ODTA, advised that Corporate Staffing has prepared a bulletin to raise awareness of the potential barrier that may be created by using the word "recent". In addition, research has shown that competencies may be a stronger predictor of performance than experience and as a result, steps are being taken by the Departmental Staffing teams to encourage sub-delegated managers to tailor their SOMC towards the evaluation of competencies.

AGENDA ITEM 6: Recruitment and Staffing – National Selection Process

Judith Leblanc, President, National Consultation Team, Professional Institute of the Public Service of Canada (PIPSC)

Judith Leblanc, PIPSC, spoke about a number of national staffing processes which have been launched by the Department and the concern that internal employees are not being provided access to informal discussion because the process was an External staffing process. PIPSC noted that by not being provided informal feedback, their members are being denied the opportunity to learn how they could improve their performance on selection processes. Ms. Leblanc asked the Department to reconsider their way of

managing these requests. Furthermore, she also asked that the Department ensure all documentation for selection processes match in both official languages as improper translation can impact whether a candidate is provided a fair opportunity in the process.

Marc Morin, Senior Director, ODTA, explained that a number of the Department's external staffing processes were launched in relation to the Department's growth. Mr. Morin acknowledged Ms. Leblanc's point that the guidelines do not provide informal discussion for candidates of an external process. The Department does generally provide informal discussion to internal candidates who participate in external processes. Mr. Morin offered to look at internal candidates who have been told they would not receive an informal discussion. Ms. Leblanc asked if a review could take place for the process that is currently underway. Mr. Morin confirmed that this is possible. Mr. Morin also acknowledged the importance of ensuring that documents for selection processes are properly translated.

Todd Panas, UHEW, advised that he finds the process under the new Direction in Staffing is less open and transparent than before, that there is little recourse to challenge appointments and it's difficult to prove abuse of authority. Mr. Panas requested that DFO create a working committee on Staffing to provide guidance on staffing pools, areas of selection, and expressions of interest for Actings 4 months less a day. He also requested that communications regarding appointments be better communicated.

Mr. Morin responded that an analysis of the survey results for staffing demonstrated that employees felt that merit was being respected. In addition, the changes in Staffing are not really changes. The ability to appoint in this way has been around since 2002. What has changed is the Public Service Commission's attitude towards non-advertised appointments. As with all change, it takes focus, energy and good communication.

Actions Required:

- Review national external selection processes to determine if any internal candidates were not provided the opportunity for informal discussion

For Consideration:

- Establishment of a Working Committee on Staffing

OPI: Organizational Design and Talent Acquisition

AGENDA ITEM 6: Recruitment and Staffing – Contracting Out

Todd Panas, National President, UHEW

Rebecca Reid, Regional Director General, Pacific Region

Todd Panas, UHEW, advised that he had sent an enquiry to the Department regarding three notices on buyandsell.gc.ca and that he was still awaiting a response. UHEW does not support contracting out for many reasons, the impact these have on their members and asked for more information.

Rebecca Reid, RDG, Pacific Region spoke to the notices related to Salmon Monitoring and Habitat Modeling. The notices are from the Pacific Region and the contracts are for very specific, short-term pieces of work (such as counting salmon as they return to spawn). The information gathered through this work is used in the management of the Fisheries and requires excellent local knowledge, which makes the local communities, primarily First Nations, well-suited for the work. The value of the contracts is approximately \$1M and they are not funded through the Oceans Protection Plan (OPP). The work has

been conducted this way for over a decade and the contracts also support the Department's priority of engaging local Aboriginal communities in an effort to move towards reconciliation.

With respect to the sampling, recovery and delivery of the beluga carcasses, the Department will gather more information and provide a response to UHEW by email.

Sarah Godwin, National Employment Relations Officer, PIPSC, noted that the CS collective agreement provides provisions that protect their employees from contracting out. She noted that PIPSC has filed policy grievances against DFO regarding the use of contracting for CS work.

Actions Required:

- Response to be prepared for UHEW regarding the Beluga Carcasses Contract
 - *Response sent to Todd Panas December 17, 2018*
- LRCOE to look at the CS Policy Grievances filed by PIPSC
 - *LRCOE has received the Policy Grievances and is working with TBS and Management on the way forward.*

OPI: LRCOE

AGENDA ITEM 7: Presentation on Cyber Security

Elizabeth Young, Senior Director, Business Management, Integration and Engagement

Patrick Isabelle, Manager, IT Security

The presentation on Cyber Security was a follow-up to the discussion held at the May 2018 NUMCC and a specific request from the CMSG. Management encouraged the bargaining agents to share the presentation with their members and encouraged all participants to ask questions.

Patrick Isabelle explained that DFO's phishing awareness campaign has been ongoing since 2013 and is held every two years. In 2018, three awareness sessions/campaigns were planned. Only one took place as the Departmental pilot had to be put on hold when the Department was subject to a phishing attack in June and July.

Joy Thomson, CMSG, raised concern about the campaign in relation to her members who work on the vessels and have limited connectivity. She expressed that these employees have limited time to connect with their families and do not want to be wasting time going through these types of emails. She also expressed concern that the campaign was baiting employees and enquired about the repercussions for opening a phishing email linked to the campaign.

Mr. Isabelle explained that during the campaign, one email was sent to all Government of Canada employees. The campaign showed that 39% of users Government-wide clicked on the phishing email, compared with only 19% of DFO users. The campaign is an education campaign to raise awareness that phishing emails are possible, and are not to get employees in trouble. If employees click on a campaign email, they get information on what could happen if they had actually clicked on a phishing email. The email campaign is one education channel. The Department is also examining other ways to raise awareness.

Ms. Thomson agreed that communication is always key.

Terry Fleet, PIPSC, advised that he had heard employees talking about the emails and thought there may have been action taken a result of clicking on a link. He shared that employees are anxious about this and agreed that communication regarding the campaign is important.

AGENDA ITEM 8: Phoenix Update

Tom Balfour, DG, Human Resources

Tom Balfour, DG, HR, advised that DFO had 44,754 open cases, which is a number that is trending downwards. This is nearly 4,000 fewer cases than a month ago. In addition, DFO has launched a number of initiatives related to pay. These initiatives include a DFO employee reference guide, which is available on all computers attached to the network, the centralization of trusted source, which has reduced the number of errors on PARs, Section 34 Town Halls, Let's Talk Pay sessions across the country, and the launch of the MyPay email address. The MyPay email address currently has over 31,000 emails to address outstanding pay issues. PSPC is thrilled with the Department's work and has asked that we share our work and lessons learned with other Departments. Mr. Balfour advised that tax season will be starting again very soon and recognized that overpayments tend to cause issues for our employees. He advised that PSPC is communicating to all Public Service employees the steps that need to be taken to report an overpayment.

Other initiatives that the Department have underway include attempts to automate more transactions and the establishment of a Life Events Team, which will provide information and support to employees who are going through specific life events including maternity and parental leave, leave with income averaging, long-term sick leave and death in service. In February 2019, DFO expects to onboard onto the PSPC Pay Centre Pod initiative, which consists of dedicated compensation advisor units and assistants for the Department. The Department has taken steps to meet with the team that will be supporting DFO. In addition, the Department has presented a certificate to the Pay Centre to recognize the work that has been done to assist our employees. Lastly, with respect to the next generation pay system, the initiative is being led by the Chief Human Resources Officer and the Chief Information Officer for the Government of Canada (GoC). DFO was asked from the outset to participate in every single working group to build the next system and we will be able to provide an update once more is known.

Judith Leblanc, PIPSC, expressed that she was happy that the GoC is looking to a new pay system. She enquired about the French term for POD. The answer provided was that the term being used in French is "groupe mixte".

Joy Thomson, CMSG, raised that two extra codes need to be entered into the pay system as their members work more than 40 hours a week. She raised that the pensionable allowances have not been included and that the difference can be up to 13.6 hours per pay period, which should be considered pensionable time. She also raised that there are members who would like to retire but feel that their issues will not be addressed in a timely manner if they leave. She enquired if the Department has a process in place to ensure that pensionable time is considered and properly calculated. Mr. Balfour committed that the Pay Stabilization Team could look into this and work with PSPC on a solution.

Jacqueline Pygiel, National President, Unifor, raised that there are members located in Iqaluit for less than 6 months who are having a Northern Tax deducted from their pay. This issue has been raised a few times but there has not been a resolution. Mr. Balfour committed to looking into this and providing a response.

Terry Fleet, PIPSC, asked if the Life Events Team would also look at retirements. Mr. Balfour responded that retirement should be examined by the Pension Centre. The Life Events Team will be responsible for maternity leave, parental leave, leave with income averaging and DFO's Pay Stabilization Team will be the lead. Once the Team is launched, more information will be forthcoming. Mr. Fleet clarified that the Pension Centre has clearly communicated that they can give only accurate information if the pay file is correct, which means that it is important for the outstanding pay file issues to be corrected so the pension can be received at the right rate.

Actions Required:

- Work with PSPC to develop a pay solution to the pensionable allowances for the SOs which are not currently being credited as pensionable time.
- Pay Stabilization to examine the Nunavut Income Tax Deduction Issue raised by UNIFOR and provide a response.

OPI: Pay Stabilization Team

AGENDA ITEM 9: Update – Cannabis and the Workplace

Dominic Laporte, ADM, HRCS

Dominic Laporte, ADM, HRCS, advised that the discussion today was not to go through the Policies but provide the Unions the opportunity to provide their perspective on the issue.

Todd Panas, UHEW, advised that a lot of Departments have taken a softer approach than DFO and felt that proper consultation did not take place. UHEW does not agree with the Conservation and Protection Policy in a few areas. Specifically, the 28-day abstinence requirement for a Fishery Officer means that one is not ever allowed to consume cannabis, unless they are off. UHEW asked management to consider CBSA's realistic approach, as well as the approach taken by 80% of law enforcement Agencies in Canada, which is fit to work. UHEW asked DFO to review their Policy and consider a more balanced approach.

Mr. Laporte advised that the Department is interested in consulting the Unions regarding our Policies. This position was supported by DM Blewett. An update is to be provided at the next NUMCC.

Actions Required:

- Consult the Unions regarding Departmental Policies which relate to the consumption of cannabis.
- Provide an Update on the Department's Cannabis Policies at the Spring NUMCC

OPI: Conservation and Protection
Canadian Coast Guard

AGENDA ITEM 10: Occupational Health and Safety - AED

Dawn Pearcey, Departmental Security Officer (DSO)

Jessica Guitard, CAPE, requested to talk about an incident that occurred at 200 Kent. Dawn Pearcey, DSO, advised that the incident was handled in accordance with standard Departmental procedures. The individual who required assistance was administered CPR until the paramedics arrived on site.

Ms. Pearcey then discussed how Automated External Defibrillators (AEDs) fit in the context of the incident that occurred at 200 Kent. Ms. Pearcey explained that the Department has had a risk-based AED program in place for the last two years. This is a voluntary program, which DFO has agreed to take on. The risk-based program encompasses a questionnaire in which management answers a number of questions. If the manager answers yes to specific questions, then the need to implement an AED is established. Even if the manager answers no and the need is not established, the manager has the discretion to look to acquire an AED for their workplace. The request is sent to the Occupational Health and Safety (OHS) Committee, who has a challenge function. If the request is approved, then the manager acquires the AED. Once the AED is acquired, there are requirements associated with training, daily walk-by inspection, monthly inspection, and the procurement process. Some OHS Committees have asked to install AEDs on every second floor of particular buildings. These requests are being reviewed. DM Blewett commended the brave young lady who saved a life in this situation and expressed that we are very fortunate to have had a good outcome in the scenario.

Terry Fleet, PIPSC, enquired about whether there are AEDs in 200 Kent. The response was yes, there are two. One belongs to and is located in the gym in the lobby. The other is on the 4th floor and belongs to the Courts Administration Service. Management also confirmed that Coast Guard Vessels involved in Search and Rescue are equipped with AEDs.

Dominic Laporte, ADM, HRCS, acknowledged that it is good to examine Policy and ensure that managers are aware that they can request an AED, if they feel it is appropriate. Once they are in place, it is important to ensure they are properly maintained. Consideration should also be to evolutions in science, as well as initiatives that may have been undertaken by the Regions.

Terry Fleet, PIPSC, agreed that information on the most up-to-date science would be helpful. Todd Panas, UHEW, echoed Mr. Fleet's comments and expressed concern that the Department does not have more AEDs given that most machines come with clear instructions that anyone could use. He noted that UHEW has AEDs that send a signal through a web application if they require service, and even some vehicles come equipped with AEDs. UHEW was concerned at the potential response times from first responders and asked the Department to reconsider its program. Mr. Laporte committed to having a second look at the AED program and provide an answer to the bargaining agents.

Actions Required:

- Examine the Department's AEDs program against most recent science/studies to determine if the Policy/Program needs updates.
- Provide the bargaining agents a response.

OPI: Department Security Officer

AGENDA ITEM 10: Occupational Health and Safety – Violence Prevention in the Workplace – Regulation XX – Fact-Finding Investigations

Dawn Pearcey, Departmental Security Officer

Todd Panas, UHEW, re-iterated the position he shared during the discussion on harassment complaints and his concern with the Department conducting a fact-finding. He felt that all violence complaints require an investigation and that it is not up to the Department to determine whether violence occurred. He would like to see parties separated, where appropriate and investigations that are started quickly for matters that

need to be investigated to resolve matters in a timely manner. The process is currently too long. He advised that UHEW will be monitoring the regulations when they come into effect. He would also like to see an internal forum created to consult the bargaining agents regarding the changes to the process that will come with the enactment of the Regulations.

Dawn Pearcey, DSO, acknowledged that the new legislation has come into force, but advised that departments have to wait until the regulations are published to know exactly what the process for treating violence and harassment complaints will be. She acknowledged that the line between harassment and violence can be blurred. She advised that the reason management conducts fact-finding in violence complaints is to try and determine whether the matter can be resolved quickly, without an investigation. She agreed that for violence complaints, a competent person must be agreed upon by the parties. PSPC has a list of those who are deemed competent. The process to get the investigation contact in place can take time.

AGENDA ITEM 11: Scientific Integrity Departmental Policy

Arran McPherson, ADM, Ecosystem and Oceans Sector

Judith Leblanc, PIPSC, introduced the topic of the Department's Scientific Integrity Policy and reported a successful consultation. The RE and SP collective agreements provides scientists with the right to speak. While TBS developed a Policy on Scientific Integrity on which departments can model their own, the Department and PIPSC initiated work on a Departmental Policy. The group has been meeting weekly and adjusting the model policy that was provided to Science Departments to meet our needs. In accordance with the memorandum of agreement reached with TBS, the policy is to be established by December 2018. The group is on track to meet the deadline. In accordance with the collective agreement provisions, the Department's Scientific Integrity Policy is an annual standing item on the UMCC Agenda.

Arran McPherson, ADM, EOS, acknowledged the members who have participated on the working group. The Policy really speaks to science, research and ethics and ensuring and enhancing scientific integrity, which is vital to the decision-making process and is the responsibility of all employees. Following the implement of the Policy, guidelines will be prepared. The working group is almost at a point where the Policy can be shared and we anticipate that more will come in the very near future.

Actions Required:

- Establish an annual standing item on the NUMCC Agenda regarding the Department's Scientific Integrity Policy

OPIs: LRCOE – NUMCC Secretariat

AGENDA ITEM 13: Workplace Modernization

Bill Varvaris, Director General, Real Property and Environmental Management

Judith Leblanc, PIPSC, requested an update on workplace modernization to ensure that the parties are of the same understanding as any changes to the workplace have an impact on their members. As such, consultation with the bargaining agents was requested. Ms. Leblanc also raised additional concerns related to OHS and facility concerns, such as number of elevators, ventilation, bathrooms, ergonomic assessments, duty to accommodate situations. PIPSC surveyed its members regarding the changes and

most reported that the change would decrease their productivity and have a negative impact on their mental health. Those who love the changes are a minority.

Todd Panas, UHEW, echoed Ms. Leblanc's statements regarding how personal an office space can be. He explained that a lot of employees do not understand the concept of GCWorkplace, which is an activity-based workspace. He urged management to consult and partner with the employees and the bargaining agents to assist with the transition to the new model, where each day you may work in a different location. Mr. Panas also asked for the Department to consider striking a sub-committee to discuss the initiative and plans.

Bill Varvaris, DG, RPEM, brought forth that the concerns that have been raised have been examined through the change management piece of this initiative, which had been discussed previously at the Internal Services UMCC. GCWorkplace will have a tremendous impact on the Department's employees. Activity-based workspaces are a subset of GCWorkplace, which provides more flexibility than Workplace 2.0. Because the prior initiative did not roll out well, there is a lot of mis-information regarding GCWorkplace and what it will mean. Under this model, there are three types of zones (quiet, collaboration and mixed) and the Department has the ability to determine the size of the zones based on the assessed need. To ensure that this is properly considered, a National Change Management Working Group, which is comprised of the enabler groups (IMTS, SSES, HR, Communications, Regional managers and material management) is regularly meeting to discuss. The bargaining agents will be invited to participate in the discussions at a future Committee meeting. In addition, PSPC has also been closely engaged on change management. The Department will not move forward unless the right tools are in place. The next step is to run a pilot project at L'Esplanade Laurier.

PIPSC and UHEW raised concerns with trying to find space for Union Representatives to meet privately with their members.

Terry Fleet, PIPSC, advised that Workplace 2.0 made it very difficult to work, especially when engineering drawings had to be rolled out. He enquired about the reasons the changes were taking place. Mr. Varvaris explained that this is a new philosophy and it is to get the workplace ready for the next generation of employees, while accommodating all demographics in the workplace. The next generation do not necessarily work the same way as those in previous generations. He also addressed the example of the drawings. If this is still a concern, he asked to be advised so that this can be taken into consideration and a solution could be found.

Mr. Fleet, PIPSC, also raised concern about the resocialization of the initiative. He confirmed that the bargaining agents will never support this initiative due to the potential psychological effects on employees. In addition, he expressed some concerns about the roll-out in some Regions and that productivity is going down, employees are not being re-educated on how to work and it strictly feels like it's a money saving exercise. Mr. Varvaris confirmed that GCWorkplace is a GoC standard, which is supported by policy. Departments have the ability to implement the standard in a way that makes sense for our operations. The goal is to providing more flexible workspace, and have happier and more productive employees.

Actions Required:

- Consult the bargaining agents on GCWorkplace Change Management Strategy.

OPIs: RPEM

AGENDA ITEM 12a: Mid-Career Learning and Development

Margie Picillo, Senior Director, Talent, Planning and Executive Resourcing

Margie Picillo, Senior Director, Talent, Planning and Executive Resourcing (TPER) spoke about two areas under development through the mid-career learning and development initiative. The first involves Judith Leblanc, Terry Fleet and Marc Blanchard, who have been working in partnership with the Department to establish career development consultation. A new Committee will be established in the New Year and this will seek to address one of the requirements provided in the PIPSC Collective Agreement. Consideration is currently being given whether the Committee will be opened to other bargaining agents and initial thoughts are that membership should not be limited.

In addition, on the topic of career progression, at the October 2017 LR Symposium, our DM and Terry Fleet, PIPSC, had a discussion regarding mid-career progression and development. Mr. Fleet had raised concerns that most Departmental efforts focus on new employees. Yesterday, we held our first focus group to discuss how the Department can support employees with mid-career progression and development. Another focus group will be held by WebEx in the coming weeks. Some things that were identified during yesterday's focus group were to coach managers in their roles and improve the identification of employee learning needs.

Terry Fleet, PIPSC added that there is still lots of work ahead and that this is a great opportunity.

AGENDA ITEM 12b: DFO Diversity and Inclusion Framework

Margie Picillo, Director, Talent, Planning and Executive Resourcing

Margie Picillo, Senior Director, TPER gave an update on the Department's first framework on Diversity and Inclusion. She pointed participants to page 3 of the deck, which provides background on how the framework came to be. The framework sets the groundwork and is an opportunity to take an inventory of the steps the Department has taken to ensure a diverse and inclusive workforce. The Department is doing a lot more than what we give ourselves credit for. This is positive as a diverse and inclusive workforce is an engine for innovation and prosperity, and ideas are better developed, among other benefits. The Departmental vision is one that is fair, respectful and tolerant. It also means accountable leadership at all levels. The next step is to socialize the action plan.

AGENDA ITEM 12c: 2018-2021 DFO Employment Equity, Diversity and Inclusion Action Plan

Margie Picillo, Senior Director, Talent, Planning and Executive Resourcing

Margie Picillo, Senior Director, TPER advised that in accordance with the *Employment Equity Act*, DFO has developed a new Employment Equity, Diversity and Inclusion Action Plan as the current plan expires at the end of the calendar year. The new plan incorporates a diversity and inclusion piece, articulates four primary objectives, and positions the Department as a leader in diversity across the Public Service. The next step is to bring the plan to the HR Committee. TPER will then review all feedback received before the plan is finalized. The bargaining agents were asked to provide their feedback within the following two weeks.

AGENDA ITEM 12d: Performance Management

Margie Picillo, Senior Director, Talent, Planning and Executive Resourcing

Margie Picillo, Senior Director, TPER, advised that her team continues to work hard to support managers on the performance management process and ensures they are provided the right tools at the right time. With respect to the mid-year reviews, the Department has a 61% completion rate. These numbers do not include the Canadian Coast Guard, Lightkeepers or Sea-going personnel. The Core Public Service reported that mid-year completion rate was 66%. If the Department included Seagoing personnel, the number would be reduced. The TPER team is looking at what steps of the process work and what could be improved. In addition, the team continues to increase awareness to ensure that the mid-years are entered into the PSPM app.

Sarah Godwin, PIPSC, raised a concern with how employees are being rated (succeeded minus versus succeeded) and enquired whether it would be possible to get a report that outlined the distribution of the ratings, as it used to be provided. There is also confusion created regarding position competencies, and how these reconcile with the work descriptions and the classification rating. There is a concern that employees may be evaluated on competencies that do not link with the work that is assigned. PIPSC has an outstanding challenge on the use of competencies.

Todd Panas, UHEW, raised concern about the new Directive which was implemented approximately five years ago, which he feels is failing in its objectives. Some employees have never had an evaluation or are writing their own appraisal, which is unfair. In addition, the norm is for employees to be evaluated as succeeded and very few, if any, are being evaluated at Succeeded Plus and very few employees know how to attain this rating. UHEW would like to see that managers meet with their employees face-to-face twice a year, at a minimum to have performance-related discussions. Mr. Panas expressed that he felt more time was spent on policy and science than on the people who make the work happen. He would also like to see more training for managers on how to deliver an effective performance appraisal. He offered to collaborate with the Department to rethink the discussion.

Round table

- Judith Leblanc - Conference and Travel Approval Process

Ms. Leblanc advised that she has been informed by many scientists that it is difficult to get to a conference. A discussion has been initiated with CFO and EOS to try and streamline the work and not add undue process. Arran McPherson, ADM, EOS advised that her Sector is actively looking at the concern.

- Alyson Maynard, A/Director, LRCOE - Employee Guide to Accessing Personnel Records

Ms. Maynard advised that the LRCOE, in collaboration with the Department's functional areas have developed a deck which provides clear guidance to employees on how to access the various records that make up their personnel file. The guide is in the final stages of review and will be presented at the HR Committee in the near future. Following the presentation and adoption at the HR Committee, the guide will be shared with the participants of the NUMCC. The guide will also be communicated to employees once approved and posted on the Department's Intranet site.

- Todd Panas, UHEW

Mr. Panas thanked management for expanding the UMCC to provide for proper consultation, which in turn, improves the life of every individual in the Department. He wished the committee members the very best during the holiday season.

The meeting closed at 3:45 p.m. EST.

Approved by:



Kevin Stringer
Associate Deputy Minister

Fisheries and Oceans Canada Representatives:

Catherine Blewett	Deputy Minister
Kevin Stringer	Associate Deputy Minister
Jeffery Hutchinson	Commissioner — Canadian Coast Guard
Wade Spurell	A/Deputy Commissioner — Operations, Canadian Coast Guard
Andy Smith	Deputy Commissioner — Strategy and Shipbuilding, Canadian Coast Guard
Philippe Morel	Assistant Deputy Minister, Aquatic Ecosystems
Sylvie Lapointe	Assistant Deputy Minister, Fisheries and Harbour Management
Dominic Laporte	Assistant Deputy Minister, Human Resources and Corporate Services
Jen O'Donoghue	Chief Financial Officer
Anne Lamar	Senior Assistant Deputy Minister, Strategic Policy
Arran McPherson	Assistant Deputy Minister, Ecosystems and Oceans Science
Marian Hubley	Director General, Communications
Nicole Primeau	Chief Audit Executive, Internal Audit
Rebecca Reid	Regional Director General, Pacific Region
Gabriel Nirlungayuk	Regional Director General, Arctic
Patrick Vincent	Regional Director General, Quebec Region
Scott Gilbert	A/Regional Director General, Central and Arctic Region
Mary-Ellen Valkenier	Regional Director General, Maritimes Region
Jackey Richard	Associate Regional Director General, Gulf Region for Serge Doucet
Jacqueline Perry	A/Regional Director General, Newfoundland and Labrador Region
Gary Ivany	A/Assistant Commissioner, Central & Arctic Region, Canadian Coast Guard
Roger Girouard	Assistant Commissioner, Western Region, Canadian Coast Guard
Brian Leblanc	A/Assistant Commissioner, Atlantic Region, Canadian Coast Guard
Tom Balfour	Director General, Human Resources
Irene Arkorful	Manager, Workplace Well-Being
Alyson Maynard	A/Director, Labour Relations Centre of Expertise
Jennifer Cruikshank	Incoming Director, Labour Relations Centre of Expertise
Stephen Sharzer	Senior General Counsel, Legal Services
Robert Elliot	Director General, Strategic Policy
Elizabeth Young	Senior Director, Business Management, Integration and Engagement
Denise Veber	A/Director, Operational Personnel
Sam Ryan	Director General, Integrated Technical Services
Marie-Christine Haubert	Director General, Integrated Business Management Services

REGRETS

Neil O'Rourke	Assistant Commissioner, Arctic, Canadian Coast Guard
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National Union Representatives:

Todd Panas	National President, Union of Health and Environment Workers
Judith Leblanc	President, National Consultation Team, Professional Institute of the Public Service of Canada
Terry Fleet	Departmental Representative, National Consultation Team, Professional Institute of the Public Service of Canada
Sarah Godwin	Professional Institute of the Public Service of Canada
Joy Thomson	National Secretariat Treasurer, Canadian Merchant Service Guild
Jessica Guitard	Labour Relations Officer, Canadian Association of Professional Employees
Jacqueline Pygiel	President, Unifor – Local 2182
Paul Cameron	Business Manager, International Brotherhood of Electrical Workers (IBEW)
James Meade	Professional Institute of the Public Service of Canada

NOT IN ATTENDANCE

Dave Clark	National President, Union of Canadian Transportation Employees
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