

**Fisheries and Oceans Canada  
NATIONAL UNION MANAGEMENT CONSULTATION COMMITTEE (NUMCC)**

**August 3, 2022, 1:00 p.m. - 4:00 p.m. (EDT)  
MS Teams**

**NUMCC Record of Decisions (RoD)**

**1. Opening Remarks and Review of Agenda**

**Niall O'Dea** – Co-chair and Senior Assistant Deputy Minister, Fisheries and Oceans Canada

**Judith Leblanc** – Co-Chair and President, Fisheries and Oceans Canada National Consultation Team (Professional Institute of the Public Service of Canada (PIPSC))

***Presentation:***

- The purpose of this item was for co-chairs to welcome participants, address housekeeping items for the meeting, and provide general updates.
- Co-Chair Judith Leblanc stated that the Bargaining Agents will revise the Terms of Reference for this committee and will soon submit a draft to the Labour Relations Centre of Expertise for approval by this committee at the next meeting.
- Senior Assistant Deputy Minister Niall O'Dea's opening remarks provided an update on the departmental Beyond COVID Initiative and the return of DFO and CCG employees to their workplaces on a more regular basis.
- Updates on Budget 2022 departmental initiatives, changes to the Department's Senior Management Team, and the Department's recent organizational changes were also presented.

***Discussion/Decision:***

- PIPSC suggested that item #4 "Management Support for Employee Mobility" and item #8 "Retention of Personnel" be presented and discussed together due to the overlap in subject matter. The suggestion was supported and item #8 was discussed immediately following item #4, at which time the agenda returned to its original schedule.

**2. Review of Follow-up Items from the December 2021 NUMCC Meeting**

**Tom Balfour** - Assistant Deputy Minister, People and Culture

***Presentation:***

- The purpose of this presentation was to recall action items from the previous meeting in December and provide the requested information and status updates.

- In an effort to comply with the need for timely transmittal of NUMCC documents, the participant binder was distributed to NUMCC attendees on July 27, 2022, in both official languages.
- An update was provided on the mandatory *Harassment and Violence in the Workplace* training completion rates for managers and employees. As of July 2022 approximately 100 per cent of EXs, 76.9% of managers and supervisors, and 9.8% of employees completed the training, with the understanding that completion is underrepresented due to reporting limitations.
- The list of committee participants for the Maritimes Region Harassment Prevention Task Force as well as the Mental Health and Onboarding Best Practices for the Maritimes Region was provided to all NUMCC participants in annexes 1, 2, and 3 of the meeting documents. Statistics presented at the December 2021 NUMCC were provided in Annexes A and B of the EEDIAP Annual Progress Report 2020-2021 and 2018-2022 EEDI Action Plan Refresh presentation documents distributed to participants of the December 2021 NUMCC.
- In response to the request to ensure UHEW representatives are present at the Employment Equity, Diversity and Inclusion focus groups, Bargaining Agents received an invitation on February 4, 2022, to participate in the ESR focus group to be held on February 14, 2022. The Professional Institute of the Public Service of Canada (PIPSC) and the Union of Canadian Transportation Employees (UCTE) participated in that session.

***Discussion/Decision:***

- Clarification was provided that the *Harassment and Violence in the Workplace* training completion rates were collected internally as opposed to having been extracted from the Canada School of Public Service (CSPS). It should be noted that this has now been done and a more accurate report of the actual completion rates will be shared with all participants before the next meeting.
- UHEW extended their apologies for not being able to attend the February 14, 2022, ESR focus group.

### **3. Fleet Sustainability Initiative**

**Leslie Cheeseman - A/Executive Director, Fleet Sustainability Initiative**

***Presentation:***

- The purpose of the presentation was to provide an overview of the Fleet Sustainability Initiative and way forward.
- The Offices of Primary Interest have been identified and are preparing proposals under four broad themes: People, Infrastructure, Fleet Operational Support, and Shoreside Fleet Support.
- Focus is on preparing the organization for the first new ships to be delivered, while setting the stage for future deliveries over the next twenty-five years.

- This initiative will have a massive impact on the organization. The need for recruiting, training, and developing the people needed to crew and support the fleet is being assessed in collaboration with different sectors.
- Next steps are to identify resource requirements and put together proposals to reorganize the CCG to align with reality.

***Discussion/Decision:***

- Members highlighted the need to plan ahead for staffing requirements given the length of the program for training officers. More ways to increase recruitment to the CCG College were discussed, including increasing recruitment efforts in the Prairie provinces to garner interest in people from a young age outside of coastal cities. The need to increase capacity for shore operations was highlighted as well.

**4. Management Support for Employee Mobility**

**Michelle Langan** - Regional Director General, Ontario and Prairies

***Presentation:***

- The purpose of this item was to address concerns regarding Management support for employee mobility.
- Issues were raised by employees who were denied acting opportunities, particularly in programs with staffing challenges. For some employees, their acting assignments were denied after having already heavily invested time in the process. One example is of an employee who had initiated negotiations for an assignment without discussing with their manager.
- It is rare that assignments cannot be supported. Aquatic Ecosystems management has demonstrated an incredible amount of opportunity by approving 291 assignments, including acting and deployments, over the last three years in an organization that has approximately 230 staff.
- Management remains committed to supporting employees' opportunities for growth whenever operationally feasible.

***Discussion/Decision:***

- PIPSC acknowledged that this issue appears to have improved over the past few months, and reiterated the need to think of the big picture, prioritize career development, and enable members to become as valuable as possible to the organization.
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**5. Harassment and Violence Prevention**

**Dima Salamé** – A/Director, Labour Relations Centre of Expertise

***Presentation:***

- The purpose of this presentation was to provide an update on the implementation of the Department's Harassment and Violence prevention Program and to share an overview of current case numbers.

- Throughout 2021-2022, Workplace Well-Being (WWB) focused on promoting mandatory training for all staff and collaborated with the Harassment and Violence Working Group to finalize and implement the *Policy on Workplace Harassment and Violence Prevention* and *Directive on Workplace Harassment and Violence Prevention*.
- Bill C-65 requires that departments and agencies address notices of occurrence of harassment and violence within twelve months of receipt. Fisheries and Oceans Canada has faced challenges in meeting this timeline.
- The Department plans on undertaking a number of actions to address compliance with resolution timelines.

***Discussion/Decision:***

- Members raised concerns regarding the low employee participation rate for *Harassment and Violence in the Workplace* training and proposed strategies to increase uptake. The limited effectiveness of *In the Loop* reminders to complete the training and lack of consequence for non-completion were suggested as factors contributing to low uptake. Ensuring the training is included in employees' learning plans is a possible solution to explore.
- Concerns were also raised that the mandatory training did not equip managers with an adequate understanding of the harassment and violence processes, and more needs to be done to ensure this knowledge is passed down to managers and supervisors.
- Members acknowledged and showed support for WWB's efforts in stabilizing the team in light of high employee turnover and caseloads.
- An offline discussion between the Bargaining Agents and management representatives will be scheduled to discuss an approach in ensuring the mandatory training is completed by all employees.

## **6. HRG Expense Overpayment Issue**

**Susie Couto** - Director, Accounting Operations

***Presentation:***

- The purpose of this presentation was to provide an update on the issue of HRG Expense Overpayment.
- With the Department's transition to a new financial system, some files were erroneously uploaded twice to the travel expense system (HRG). This resulted in some employees being refunded multiple times for their travel claims.
- The Office of the Chief Financial Officer distributed numerous communications regarding this issue and followed up with employees required to pay back the overpayment. Safeguards have been implemented to ensure this does not happen again.

***Discussion/Decision:***

- Flexibility in the repayment of these overpayments was confirmed to members.

**7. Fishery Officer Classification Update**

**Brent Napier** - Director, Enforcement Policy and Programs

***Presentation:***

- The purpose of this presentation was to address concerns regarding the time it's taking to complete the Fishery Officer Classification update, and to share ongoing and next steps of its undertaking.
- The original classification exercise has moved to a broader reorganization process.
- A working group has been organized comprised of Fishery Officer representatives from all regions and levels. Management is also working with the Organization and Classification Centre of Expertise to develop updated job descriptions, of which there are over fifty unique job descriptions.
- Management is gathering feedback to ensure the job descriptions are accurate. An external classification consultant is also assisting with the process; and
- The next step is to further engage with staff to finalize the job descriptions based upon their feedback.

***Discussion/Decision:***

- UHEW relayed that their members have a fear of reprisals when asked for their feedback on the process. Management reiterated their full support of Fishery Officers and encourage employees to feel comfortable in providing transparent input.
- UHEW asked whether a timeline could be provided for the completion of this project. Management indicated that there is no specific date now as it is crucial to go through the appropriate steps of the consultation process.
- Management agreed to organize a Fishery Officers' Union Management Consultation Committee at the request of UHEW.
- Management will schedule a meeting with UHEW in the fall of 2022 to discuss the implementation timeline.

**8. Retention of Personnel**

**Matt Scoppa** - Director General, Corporate Enterprise Management

***Presentation:***

- The purpose of this presentation was to respond to Bargaining Agents' concerns regarding the Department's approach to implementing hybrid working arrangements, and not offering full-time telework and the impacts this has on employees and retention.

- To improve retention, the Department is focusing on onboarding programs to ensure new employees and hiring managers have the tools and resources for effective onboarding; DFO's wellness programs will also assist in achieving an engaged workforce.

***Discussion/Decision:***

- PIPSC offered to collaborate with the Department on ways to increase retention.
- PIPSC acknowledged exit interviews are a useful informational tool but suggested that other similar discussions could be conducted with employees before they are on their way out of the Department.

## **9. Annual Review – Scientific Integrity**

**Arran McPherson**, Assistant Deputy Minister, Ecosystem and Oceans Science

***Presentation:***

- The purpose of this presentation was to provide an update on the Scientific Integrity Annual Review.
- Through the DFO Union-Management Working Group on Scientific Integrity, the Department is working on the creation of practical tools, resources, and an engagement plan for communicating the key elements of the *Interdepartmental Science Integrity Policy* and the role of those who produce the science (scientists, biologists, etc.) and those who use the science (Senior Management, Communications Sector professionals, fisheries management, etc.) This includes the creation of an animated video.
- Ecosystem and Oceans Science are working with the Office of the Ombuds and the Values and Ethics team to develop training scenarios which will be made available to DFO staff.

***Discussion/Decision:***

- Arran McPherson to share links to the items noted in her update to NUMCC participants.
  - [Resources and Tools for Effective Science Advice - Science.gc.ca](https://science.gc.ca/science/eng/eng-eng.aspx?lang=eng)

## **10. Internet Access on CCG Vessels**

**Tom Montor** - Senior Director, Electronic & Information

***Presentation:***

- The purpose of this presentation was to provide an update on what the Department is doing to prevent issues with Internet access aboard CCG vessels.

- The incident that triggered this discussion occurred from October 12 - 20, 2021. Connection was lost on the *Teleost* and the *Cartier* on the outer banks of Newfoundland. These issues have been resolved.

***Discussion/Decision:***

- It was confirmed to members that the new systems would also improve connectivity in the Arctic.
- At UHEW's request, the presentation materials will be provided to the Bargaining Agents.

## **11. Accessibility Action Plan Update**

**Carol Bowes** - Director, Accessibility, Onboarding, and Learning Operations

***Presentation:***

- The purpose of this presentation was to provide an update on the development of Fisheries and Oceans Canada's Accessibility Action Plan.
- The Department has developed an Accessibility Action Plan (AAP) as required by the *Accessible Canada Act*, which came into effect on June 21, 2019. This act seeks to create a Canada without barriers, on or before January 1, 2040, particularly through the identification and removal of barriers, and the prevention of new barriers.
- Fourteen consultations with 120 partners across the Department took place during the development of the AAP. We partnered with disability networks to receive feedback at all steps. It follows the motto *Nothing about us without us*, which means that persons with disability were included in the whole process.
- Once approved, the AAP will be promoted through a communication campaign and the work will start on building the supporting documents to enable managers across the organization to perform a review of their workspaces, programs, information, internal and external services, websites, and many others.
- We will be providing support and guidance at all levels with respect to applying an accessibility lens. Accessibility needs to be intersectional. We are also working with WWB, particularly to assist them with the accommodation process.

***Discussion/Decision:***

- Members emphasized the importance of accessibility training for all levels of management and increasing accountability for those that are not implementing an accessible workplace. They also raised concern regarding insufficient training or knowledge on the accommodation process, often leading to refusals of accommodations and a lack of awareness of where and when management needs to reach out for support. CAPE and PIPSC mentioned that fear of reprisal is another issue which needs to be taken into consideration. How are employees to ask for an

accommodation if they are worried about their manager's reaction to the request?

- The issue of a lack of gender-neutral facilities in the workplace was discussed and it was recommended that this be considered within the AAP.
- The Bargaining Agents Co-Chair indicated that it's the third time today that Fear of Reprisal is mentioned on three different topics. Fear of Reprisal is real for the employees.

## **12. Update on Return to the Workplace**

**Isabelle Chartrand** - Director, Future of Work

### ***Presentation:***

- The purpose of this presentation was to review the work done to date on the Department's return to the workplace plan. Specifically, colleagues in the regions are leading the way with most regional offices having already fully implemented the hybrid work model.
- The Department is also gathering feedback on the implementation of a hybrid work model to ensure that the National Capital Region (NCR) can be prepared for their adoption of the hybrid work arrangement in September 2022.
- Management is now addressing comments and feedback collected from the pulse surveys. Most respondents indicated that they felt their workplace was ready to receive them.

### ***Discussion/Decision:***

- Bargaining Agents indicated that there are inconsistencies in the application of the hybrid work arrangements within the Department. One concern is that the definition of hybrid appears not to be the same in all sectors. Furthermore, being in the office has to be meaningful and purposeful; questions were raised around the value of going into the office if you are on MS Teams calls all day.
- ACFO stated that while they appreciate what Senior Management is saying at this table, the message does not necessarily trickle down to the employee level. Their members have specific examples of being refused flexibility, and the Union would like to see something done about this.
- UHEW emphasized that the health and safety aspects of COVID-19 transmission still need to be considered. Department heads have an obligation to safeguard the health and safety of their employees, even if different regions are making their own decisions on the matter.
- CAPE stated that the requirement for employees to return to the workplace seems to be more of a political decision than based upon operational requirements or policies. Most members can continue to work from home, especially during a COVID wave. There also needs to be a standard across all regions regarding safety measures (such as masking requirements) as members have expressed concerns for their health with the return to the



workplace. CAPE indicated they have sent this message to multiple inboxes within the Department but have received no response.

- Isabelle Chartrand requested to receive the email mentioned by CAPE and will respond.

### **13. MCTS Western – Staffing Issues**

**Terry Speed – A/Superintendent, CCG Western**

#### ***Presentation:***

- The purpose of this discussion was to discuss the staffing levels at the Prince Rupert and Victoria Marine Communications and Traffic Services (MCTS) stations, which are sitting below 50% and 60% respectively. The high levels of overtime and the increase of sick leave usage at these stations has resulted in members coming to UNIFOR demanding that something be done, or else they will leave.
- Management agreed that the staffing level within MCTS has been a long-standing issue across the country and results in high levels of overtime required to sustain operations. This negatively impacts the work/life balance of employees and can lead to retention challenges.
- One of the challenges is finding candidates to send to the Coast Guard College for training. One initiative that could help would be to offer training in the region and only sending trainees to the College for the safety components of the training as opposed to the full six months.

#### ***Discussion/Decision:***

- Members discussed how to support the staff that are currently at these stations, with Management affirming that they are trying to bring in more staff as quickly as possible and have delayed the implementation of other initiatives to focus on the delivery of core services.

### **14. Round Table / Closing Remarks**

**Judith Leblanc and Niall O'Dea - Co-Chairs**

Closing remarks were provided by Co-Chair Judith Leblanc.

- Members discussed extending the length of NUMCC for future meetings to allow for more discussion, or increasing it frequency from twice to three times a year.
- The dates for the 2023 NUMCC schedule are to be determined soon and all past NUMCC Minutes be published on the DFO Intranet site as soon as possible.
- The organization of a Labour Relations Symposium for 2023 is recommended as the last one took place in 2017.

End of Meeting, 4:10pm

## Minutes Approved by

Judith Leblanc

Niall O'Dea

Participants – August 3, 2022		
National Union Management Consultation Committee (NUMCC)		
Co-Chairs		Alternate
Lawrence Hanson	A/Deputy Minister	Niall O'Dea
Judith Leblanc	President, DFO Consultation Team, Professional Institute of the Public Service of Canada	
Bargaining Agent Representatives		Alternate
Paul Cameron	Business Manager, International Brotherhood of Electrical Workers	
Mathieu Delorme	Labour Relations Advisor, Association of Canadian Financial Officers	
Shimen Fayed	National President, Union of Health and Environmental Workers	
Kevin Jacobs	Vice President, DFO Consultation Team, Professional Institute of the Public Service of Canada	
Stacey Mirowski	Employment Relations Officer, Professional Institute of the Public Service of Canada	
François Paradis	Labour Relations Officer, Canadian Association of Professional Employees	
Jacqueline Pygiel	President, UNIFOR Local 2182	
Dany Richard	President, Association of Canadian Financial Officers	
Mike Tennant	Regional Vice President, Union of Canadian Transportation Employees	
Joy Thomson	National Secretary-Treasurer, Canadian Merchant Service Guild	
DFO Management Members		Alternate
Tom Balfour	Assistant Deputy Minister, People and Culture and Chief Human Resources Officer	
Magalie Brabant	Director General, Healthy Workplaces	Jennifer Cruickshank
Marc Brouillard	Chief Digital Officer	Abdelaziz Essoltani

Participants – August 3, 2022		
National Union Management Consultation Committee (NUMCC)		
Adam Burns	A/Assistant Deputy Minister, Fisheries and Harbour Management	
Joe De Mora	Director General, Communications	
Alix Dostal	Assistant Deputy Minister, Aquatic Ecosystems	
Serge Doucet	Regional Director General, Gulf	
Chris Henderson	Deputy Commissioner, Operations	Adelle Ferguson
Gary Ivany	Assistant Commissioner, Atlantic	Jennifer Fitzpatrick
Vanessa Jones	A/Director, Workplace Well-Being	
Dominic Laporte	Assistant Deputy Minister, Innovation and Business Transformation	
Leslie Levita	Chief Audit Executive	
William McGillivray	Regional Director General, Newfoundland and Labrador	
Arran McPherson	Assistant Deputy Minister, Ecosystems and Oceans Science	
Marc-André Meunier	Assistant Commissioner, Central	Maité Chavez
Derek Moss	Assistant Commissioner, Pacific	
Gabriel Nirlungnayug	Regional Director General, Arctic	Michelle Wheatley
Neil O'Rourke	Assistant Commissioner, Arctic Region	Joanne Weiss Reid
Hugo Pagé	Assistant Deputy Minister and Chief Financial Officer	Bill Varvaris
Mario Pelletier	Commissioner, Canadian Coast Guard	Andy Smith
Rebecca Reid	Regional Director General, Pacific	
Dima Salamé	A/Director, Labour Relations Centre of Expertise	
Marc Sanderson	Director General, Personnel	
Sylvain Vézina	Regional Director General, Québec	
Doug Wentzell	Regional Director General, Maritimes	
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