



CANADA SCHOOL OF PUBLIC SERVICE (the School)
HUMAN RESOURCES LABOUR-MANAGEMENT CONSULTATION COMMITTEE (HRLMCC)

Record of Discussion

Tuesday, September 12, 2017

10:00 a.m. to 12:00 a.m.

Present

Ms. Nathalie Marcoux (Director, WWM)
Ms. Julie Brunet (Director, WWM)
Mr. Pierre Leduc (Director, WWM)
Ms. Nathalie Rodrigue (Manager, LR)
Ms. Dominique Lyrette (Senior Advisor, LR)
Mr. Chris Bozik (Director, OVEWWB)

Mr. Fabian Murphy (AU-PSAC)
Mr. Rick Cormier (AU-PSAC)
Ms. Renelle Chalifoux (AU-PSAC)
Mr. Erick Martel (AU-PSAC)
Ms. Mireille Vallière (CAPE)

Absent

Ms. Joanne Lalonde (Director General, WWM), Mr. Nicolas Brunette-D'Souza (ACFO), Ms. Allison Tomka (PIPSC)

Observers

Ms. Melanie Kealey (OVEWWB) (for the OVEWW item)

	Agenda Item	Key Points Raised	Action Item	Tasked to	Due Date
1	Welcoming Remarks / Mot de bienvenue	<p>Mr. Murphy called the meeting to order and welcomed all of the participants. Participants introduced themselves.</p> <p>Ms. Marcoux explained that she was replacing Joanne Lalonde who had another commitment.</p> <p>As Mr. Leduc needed to leave earlier, it was decided that his items would be addressed first.</p>	None		
2	Record of Discussions from March 1, 2017 Meeting / Compte-rendu de la réunion du 1er mars 2017	<p>Ms. Marcoux confirmed that the Record of Discussions (RoD) was sent to all participants on August 22.</p> <p>As there were no comments, the RoD of the meeting of March 1, 2017 was approved unanimously.</p>	None		



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<p>3 Action Items from the last Meeting / Items nécessitant un suivi suite à la dernière réunion</p>	<p>Ms. Marcoux reviewed each of the items requiring follow-up after the last meeting. The first three items were completed.</p> <p>Regarding item 4, Mr. Leduc explained that employees encountering connectivity problems are invited to reach out to IT and submit request(s) as needed. Ms. Chalifoux raised that there are still dead zones, in Asticou and Mr. Leduc invited PSAC to bring the dead zone information to the attention of IIT through the online ticket service.</p> <p>Mr. Leduc explained that hard lines have been installed in some areas to address the issues. A request through the appropriate channels was made for the installation of an amplifier in 1354 and, at the time of the HRLMCC, we were still waiting for the installation.</p> <p>Ms. Chalifoux's hypothesis is that cement could be the issue, but Mr. Leduc explained that the amplifier should improve the signal. Mr. Murphy said that this is a Health and Safety issue and Mr. Leduc confirmed that it will be resolved. Ms. Chalifoux will share an email outlining the issues this creates for client service.</p> <p>On item 5, Mr. Leduc explained that new TBS policies have been put in place to support the asbestos management regulations and as such, there is a requirement to identify the buildings that have asbestos. There is a live document giving a list all buildings across Canada which contained asbestos. This information is posted on the School's intranet: http://intranet.myschool-monecole.gc.ca/notebook/itl/national_e.asp. Mr. Leduc clarified that there is Asbestos in the La Salle Academy Building and that it is contained. Prior to the start of any work being done on walls (including installing a board), there is a legal requirement that a test must be performed to assess and determine if there is any presence of asbestos or any other dangerous designated substances.</p> <p>Mr. Martel suggested that communications be done to employees as this may not be known by them. Although the information is available via the intranet, Mr. Leduc will discuss this possibility with the communications group.</p> <p>Mr. Murphy raised that the approved RoD of the HRLMCC of November 2016 are not posted on the intranet. Ms. Rodrigue said that she would validate and ensure that this was corrected as soon as possible.</p>	<p>Share an email with Mr. Leduc outlining the issues that the connectivity issues have on client service.</p> <p>Explore the possibility of sending a communication on the issue to all staff</p> <p>Post RoD of the November 2016 HRLMCC on the intranet.</p>	<p>Ms. Chalifoux</p> <p>Mr. Leduc</p> <p>Ms. Rodrigue/ Ms. Dominique Lyrette</p>	<p>As soon as possible after the meeting.</p> <p>As soon as possible after the meeting.</p> <p>As soon as possible after the meeting.</p>



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<p>4 Unions Updates / Mise à jour des syndicats</p>	<p>F. Murphy said that the Agriculture Union held their triennial convention in August. Elections for various positions have taken place. The list of appointees was sent to the President of the School.</p> <p>N. Marcoux congratulated Mr. Murphy and Mr. Cormier on their appointment.</p> <p>No other items were added.</p>	<p>None</p>		
<p>5 Non-Ex Organizational Design / Conception organisationnelle non-EX</p>	<p>N. Marcoux explained that since the announcement of the CSPS executive organizational chart on May 24th, work has been underway to set the stage for the review and design of the non-EX organizational chart. A copy of the email to School employees announcing the School's executive organizational chart was distributed to all participants during the meeting.</p> <p>Governance was approved by the Executive Committee on July 19, and two management committees were created. Those are the Classification Stewardship Team and the Change Response Team. Ms. Marcoux shared the list of participants to those committees and explained that they were established having in mind the need to work horizontally and avoiding to work in silos.</p> <p>The unions will be consulted in October to discuss their collaboration on the non-EX organizational design project as management did not want to presume how they wanted to be consulted.</p> <p>Ms. Marcoux informed the unions that Joanne Lalonde will have individual conversations with the unions. These contacts will be initiated before the next NLMCC (scheduled for October 24, 2017).</p> <p>Ms. Chalifoux asked if the intent was still to have this exercise completed before December 2017, as communicated by the President. Ms. Marcoux confirmed that the exercise will not be completed by December 2017 and that a communication strategy will be crafted to inform employees accordingly.</p>	<p>Initiate contact for individual conversations with unions on non-EX organizational charts</p>	<p>Ms. Lalonde</p>	<p>Before the next NLMCC meeting.</p>
<p>6 May 2016 Workforce Adjustment Exercise / Exercice de réaménagement des effectifs : Mai 2016</p>	<p>Since the May 2016 exercise, the School held a number of Workforce Adjustment Consultation Committee (WFACC) meetings to discuss and collaborate with bargaining agents on addressing employees' situations.</p> <p>As the number of affected employees decreased significantly, it was mutually agreed upon to cease formal meetings and address the remaining situations on an as-needed basis, or hold an ad-hoc WFACC if required.</p> <p>It was recognized that support was provided to the affected employees by offering more than 25 support sessions to staff, by providing language training, by facilitating alternations, and by re-</p>	<p>Send the bargaining agents an updated list of affected employee's status.</p>	<p>Ms. Marcoux</p>	<p>As soon as possible after the meeting</p>



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	<p>absorbing employees within the School in new roles and responsibilities. Management and bargaining agents continues to support the remaining affected employees.</p> <p>Of the initial 71 positions affected, of which 63 are unionized;</p> <ul style="list-style-type: none"> ○ 64 employee situations have been resolved (some have retired, found new employment at the School or elsewhere, or left the School). ○ Of the remaining 7: <ul style="list-style-type: none"> ▪ 4 employees are on a priority list with the Public Service Commission (PSC) ▪ 3 affected employees on leave. They will receive their opting letter upon their return to work. <p>Ms. Chalifoux asked if the summary chart that was distributed during the WFACC meetings could be updated and sent to the bargaining agents. Ms. Marcoux agreed to the request.</p> <p>Ms. Marcoux offered to have a separate discussion with PSAC for the remaining 4 employees that are represented by the PSAC.</p> <p>Ms. Marcoux confirmed that employees continue to be referred to positions within the School through the Vacancy Management Process and across the public service through the PSC priority referral system.</p>			
<p>7 CSPA Workforce / Effectifs de l'École</p>	<p>A concern was raised by the Agriculture Union regarding the workforce, more specifically the perception that there is still a significant use of temporary staffing.</p> <p>Ms. Marcoux confirmed that temporary staffing was necessary during the transformation, knowing that there would be changes to the organizational structure, and therefore preventing potential impacts on indeterminate employees. Now that the transformation is completed, the School is striving to reach a 80% ratio of indeterminate staffing, which is similar to a ratio used elsewhere in the Public Service. Temporary staffing will always be necessary to respond to temporary needs and surge.</p> <p>Mr. Martel inquired about the current ratio. Ms. Brunet said she did not have it yet but agreed to share it when she has it.</p> <p>The Deputy Minister takes indeterminate staffing very seriously and is holding all of her Directors General (DGs) accountable to complete their staffing actions as soon as possible. She will be asking for regular updates on staffing actions.</p> <p>Mr. Murphy asked that information on the staffing plan be shared. Ms Brunet agreed to share</p>	<p>Provide current ratio of indeterminate employees at the School</p> <p>Share statistics with the Bargaining Agents</p>	<p>Ms. Brunet</p> <p>Ms. Brunet</p>	<p>As soon as possible after the meeting</p> <p>As soon as possible after the meeting</p>



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	<p>statistics. Ms. Chalifoux said that members and non-members have shared that they perceive that the School is currently understaffed, that many indeterminate position are vacant, and that because staffing actions take months, the situation will continue.</p> <p>Ms. Brunet said that at the Strategy, Planning & Operations Committee (SPOC) meeting which took place on September 11, 2017, it was discussed that a <i>Tiger team</i> comprised of HR specialists would be put in place to support managers with the staffing actions. Ms. Chalifoux shared her perspective that this will be a good thing because she often hears that managers are too busy to commit to completing staffing actions.</p>			
<p>8 Employées Arrival and Departure Form / Formulaire d'arrivée et de départ des employés</p>	<p>Mr. Murphy outlined that, as it was discussed the last time, an on-boarding strategy should include an opportunity for the Unions to meet with new employees. He added that there has not been much progress on this, that Phoenix is not very helpful in that regard and that another system could be developed so that unions are notified of new arrivals. Ms. Chalifoux added that a subcommittee met once and she is unaware of the development on this. Ms. Chalifoux offered her help as a member of the committee.</p> <p>Ms. Brunet indicated that she was new to the School and asked to be granted some time to follow up with her managers in order to provide information on the committee activities.</p> <p>Ms. Chalifoux added that she could provide names of employees who could be involved.</p> <p>Ms. Marcoux asked Ms. Chalifoux if she was able to look at best practices elsewhere in the Public Service, as it was discussed at the last meeting. Ms. Chalifoux explained that she was in contact with the PSC. She discovered that there are no on-boarding program and stated that the School may have to be a leader on this aspect.</p> <p>Mr. Murphy added that it did not have to be overly complicated, and that it could be in the form of an email, providing information on new employees (Name, where employee works, name of the supervisor). Ms. Chalifoux could then organise a meeting with the employee and the manager would be informed. The goal is for the unions to be notified of the arrival of new employees.</p> <p>Ms. Chalifoux added that we could take advantage of some mandatory training sessions or committees to meet with new employees.</p> <p>Mr. Murphy explained that there are some mandatory training, for example in Health and Safety, and that it is important that employees be aware of what they need to take. The Code spells out training for all hazards employees are exposed to, including ergonomics.</p>	<p>Provide and update on the On-boarding committee</p> <p>Confirm the nature and number of committees on boarding and confirm how bargaining agents can help with this item.</p>	<p>Ms. Brunet</p> <p>Ms. Brunet</p>	<p>As soon as possible after the meeting</p> <p>As soon as possible after the meeting</p>



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	<p>Ms. Chalifoux raised that new employees to the Public Service seemed not to be aware of their options with regards to Phoenix issues, and that managers of their responsibilities in Phoenix towards their employees.</p> <p>Ms. Brunet said that the current on-boarding document is being revised.</p> <p>Ms. Chalifoux inquired about another subcommittee on onboarding, and asked if it was the same committee. Ms. Brunet said that she would confirm the nature and number of committees on on-boarding. Ms. Chalifoux asked to be informed as to how Bargaining Agents could help on this aspect.</p>			
<p>9 Identification of employees pay issues/ Identification des enjeux de paie des employés</p>	<p>Ms. Brunet explained that in order to have a better understanding of employees pay situation at the School and to help with overall employee well-being, contact will be made directly with each employee, including those who have retired and those who were affected by workforce adjustment measures.</p> <p>Management will be seeking input from union representatives and HR colleagues in both staffing and labour relations on questions that will be asked to employees.</p> <p>A Summary report of these findings will be shared with the School Executive Committee. A high level summary will be shared with the union representatives and with others as appropriate.</p> <p>Ms. Chalifoux raised the issue of employees who changed classification or who are no longer unionized. Ms. Brunet confirmed that every employee at the School will be contacted, whether unionized or not.</p> <p>Ms. Chalifoux raised that some employees are saying they cannot take more time during business hours to look into their pay issues as they are too busy because of the lack of resources. Employees with pay issues shared that they don't know if Pay Action Requests (PARs) are actioned and managers don't appear to know what to do to support their employees. The PSAC representatives suggested that Phoenix issues are significantly underreported.</p> <p>Ms. Brunet reported that everybody at the School is getting paid but recognized that sometimes not at the appropriate level. She concluded that the initiative to be undertaken by the School's liaison team will help determine the scope of the issues.</p>	None		



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<p>10 Public Service Annual Employee Survey Results / Résultats du sondage annuel des employés de la fonction publique</p>	<p>Melanie Kealey joined the meeting for this item.</p> <p>Mr. Bozik distributed a document showing the results of the survey for the School, which is also available on-line. There was a 63.8% response rate.</p> <p>He explained that unfortunately the survey doesn't allow to drill down the results, making it difficult to identify specific areas where improvement is needed.</p> <p>He shared a few statistics and explained that the School compares well with organisation with similar size and non-typical mandate.</p> <p>Mr. Bozik explained that the statistics on harassment is an area of concerns. The School will be preparing an action plan but more data will be necessary to ensure that the right issues are addressed. He hopes that the triannual survey will provided the information needed. The results of that survey should be available in January 2018 but they will not wait to take actions. Mr. Bozik would like to initiate consultations with unions to get their feedback on how to reach out to employees and hear from them on this topic.</p> <p>Mr. Murphy shared his view that training to raise awareness on respectful workplaces contributes to lowering the level of perceived harassment.</p> <p>Ms. Chalifoux and Mr. Murphy suggested that the subcommittee on mental health may be a good forum to analyse the data. They added that in order for the strategy and action plan to work, they must have the buy-in from employees. Mr. Bozik confirmed that the intent is to work with the subcommittee on this important topic.</p> <p>Ms. Chalifoux explained that she met with Melanie Kealey and Jessica Ward-King from the Office of Values and Ethics and Workplace Well-Being and was able to share her observations on the survey. She added that a group discussion would be worthwhile and that the champions of mental health may have their own perspectives.</p> <p>Mr. Murphy suggested to add the topic to the NLMCC and the Psychological Health and Safety Subcommittee (PHSC) future agendas.</p>	<p>Add the topic of the Public Service Annual Employee Survey Results to future agendas of the NLMCC and PHSC meetings.</p>	<p>CSPS Labour Relations and Office of Values and Ethics and Workplace Well-Being</p>	<p>Future meetings of NLMCC and PHSC</p>



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	<p>Mr. Bozik said that together with the PHSC, they will continue to develop the School's mental health strategy, but that the target of December 2017 is not feasible.</p>			
<p>11 Official Languages Action Plan / Plan d'action – Langues officielles</p>	<p>Ms. Brunet explained that the former Official Languages (OL) Action Plan has been well implemented and reinforced the linguistic duality within the School, helping the working environment to be more conducive to the use of both official languages.</p> <p>She explained that, as the current plan has expired, the School has been working on its next three-year Official Languages (OL) Action Plan which goes from 2017 to 2019. It has been delayed in order to integrate the draft results of the audit made by the Office of the Commissioner of Official Languages (OCOL). Once the draft plan is available, management will share it with the bargaining agents.</p> <p>Management is waiting for the final report of the audit in the coming months. The results will be shared with Bargaining Agents once received.</p> <p>Ms. Chalifoux proposed to hold future ad hoc meetings on this topic.</p>	<p>Share the draft Official Languages Action Plan with bargaining agents.</p> <p>Share the results of the audit made by the Office of the Commissioner of Official Languages with bargaining agents.</p>	<p>Ms. Brunet</p> <p>Ms. Brunet</p>	<p>Once available</p> <p>Once available</p>
<p>12 Development of Employment Equity Plan / Élaboration du plan d'équité en matière d'emploi</p>	<p>Ms. Brunet explained that the current Employment Equity Plan is valid until March 2018. A meeting with the bargaining agents took place on July 12, 2017 to discuss the next Employment Equity Plan. A decision was made that management would prepare a draft plan taking into account the comments shared during the meeting. Once the draft is ready, it will be shared with the unions.</p> <p>Ms. Chalifoux asked for reasonable time to review the draft and provide comments. Mr. Murphy added that reasonable time will allow them to consult with their Human Rights committee and Ms. Marlene O'Neil and allow them to make a valuable contribution.</p> <p>Ms. Chalifoux shared that the July 12 meeting was a true example of collaboration and suggested that this model be followed for other initiative as it was both consultative and participative. Ms. Vallière agreed with the comment and suggestion, adding that it was a good format and appreciated to be looped in.</p> <p>Mr. Murphy asked if the draft plan could be shared by early to mid-December as it would be ideal for them and suggested to hold ad hoc meetings with bargaining agents on this topic as required. Ms. Brunet agreed with the suggestion.</p>	<p>Share the draft Employment Equity Plan with Bargaining Agents.</p> <p>Hold ad hoc meetings with bargaining agents as required on the next Employment Equity Plan.</p>	<p>Ms. Brunet</p> <p>Ms. Brunet</p>	<p>Once available, but by early – mid December 2017 at the latest.</p> <p>As required.</p>



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<p>13 Round Table, Closing Remarks and Next Meeting/ Tour de table, mot de la fin et prochaine réunion</p>	<p>Ms. Chalifoux mentioned that having now gone through her first full cycle as a bargaining agent, she has a better understanding of her role.</p> <p>Ms. Marcoux said that the next meeting should be held in February 2018. She outlined that there were a few upcoming labour-management consultation meetings, such as the NLMCC, the National Occupational Health and Safety Policy Committee (NOHSP) and the PHSC. She thanked everyone for their active participation in the meeting.</p> <p>Ms. Rodrigue thanked the participants for taking the time to meet in person.</p> <p>Mr. Murphy concluded by saying that he is looking forward to work in collaboration with the School in his new role and emphasised that staying connected is the way forward.</p>	<p>Send invitations for next HRLMCC meeting.</p>	<p>CSPS Labour Relations</p>	<p>As soon as possible after the meeting.</p>

APPROVED:

Joanne Lalonde
Committee Co-Chair
Director General, WWM

21 - dec - 2017
Date

Fabian Murphy
Committee Co-Chair
National President, Agriculture Union,
Public Service Alliance of Canada

Jan 8/18
Date