



CANADA SCHOOL OF PUBLIC SERVICE (CSPS)
NATIONAL LABOUR-MANAGEMENT CONSULTATION COMMITTEE (NLMCC)

Record of Discussions

Monday, December 10, 2018

10:00 a.m. – 12:30 p.m.

Present:

Taki Sarantakis (President – Co-Chair)	Fabian Murphy (National President/AU-PSAC – Co-Chair)
Marc Bélisle (VP/CFO, CSB)	Milton Dyck (AU-PSAC)
Margaret Meroni (VP, LPB)	Erick Martel (AU-PSAC)
Neil Bouwer (VP, IPSB)	Renelle Chalifoux (AU-PSAC)
Alexandra Keys (Chief of Staff to the President)	Danielle Viel (ACFO)
Joanne Lalonde (Director General, WWM)	Tia Hazra (PIPSC)
Julie Richer Gobuyan (Director, WWM)	André Poliquin (CAPE)
Wendy Bullion-Winters (Director, WWM)	Pierre Leduc (Director, WWM)
Christopher Bozik (A/Director, OVEWW)	Nathalie Rodrigue (Manager, Labour Relations)

Absent: Mireille Vallière (CAPE)

Secretary: Audrey Paquette-Gratton (Senior Advisor, Labour Relations),
Tammy Lacroix (Labour Relations Advisor, Development, Labour Relations)

Agenda Item	Key Points Raised	Action Item	Tasked to...	Deadline
1 Welcoming Remarks	Mr. Sarantakis welcomed all participants, who introduce themselves. This is an exciting time for the School with the organization of learning and training opportunities based on the five new business lines and the creation of the new <i>Innovation and Policy Services Branch</i> .	Nil		
2 Action Items from the Last Meeting	The Record of Discussions (RoD) of the last meeting was approved, signed and shared with all participants prior to the meeting. The action items list was also shared. All action items have been completed. In reference to the item regarding the preparation of guidelines on leave for union business, Mr. Murphy asked to see them once they are finalized. They are expected to be finalized at the	Finalize the guidelines on union business leave and share them with Mr. Murphy.	Joanne Lalonde	Beginning of 2019



Agenda Item	Key Points Raised	Action Item	Tasked to...	Deadline
	beginning of the new year. The guidelines are being prepared for union representatives and their managers.			
3. Review of Terms of Reference One Year After its Adoption	<p>The proposed changes to the Committee's Terms of Reference (ToR) were shared with all participants before the meeting.</p> <p>After being reviewed, the proposed changes were accepted unanimously.</p> <p>The final version of the ToR was signed by all Committee members.</p>	Share the revised and signed ToR with all participants and post them on the School's intranet site.	Labour Relations	As soon as possible after the meeting.
4. Unions	<p>The Agriculture Union shared the orientation package that is provided to new members. The package contains information about the union's roles and responsibilities and its structure.</p> <p>Harassment prevention and resolution and inclusion in the workplace are important priorities for the Agriculture Union, just as they are for the federal government.</p> <p>The Agriculture Union represents eight federal government departments and agencies, including the School.</p> <p>No updates from the Canadian Association of Professional Employees (CAPE), the Association of Canadian Financial Officers (ACFO) and the Professional Institute of the Public Service of Canada (PIPSC).</p>	Nil		
5. Overview of the Five New Business Lines	<p>The five new business lines are:</p> <ul style="list-style-type: none"> • Under the Learning Programs Branch: <ul style="list-style-type: none"> ○ Indigenous Learning ○ Respectful and Inclusive Workplace ○ Government of Canada and Public Sector Skills ○ Transferable Skills • Under the Innovation and Policy Services Branch: <ul style="list-style-type: none"> ○ Digital Academy <p>These business lines are not only strongly correlated with Government of Canada's priorities, but are also sustainable, as they would put the School in a good position to respond to any new priorities that</p>	Hold a meeting with bargaining agents representing the School's employees to further discuss the upcoming changes in the School's organisational design as a result of the implementation of the five new	Joanne Lalonde	In the days following the meeting.



Agenda Item	Key Points Raised	Action Item	Tasked to...	Deadline
	<p>emerge in the future.</p> <p>The upcoming changes have been presented to the School's senior management and have been very positively received. Senior management believes that the changes will help them focus on the School's core mandate and enable it to be a key player in the public service.</p> <p>The School is planning to consult with its key partners, including its employees, bargaining agents and the National Occupational Health and Safety Policy Committee (NOHSPC). A special meeting will be held in the coming days with bargaining agents to further discuss the upcoming changes. An all-staff meeting will also be scheduled in the near future.</p> <p>The Agriculture Union asked about the impact of these new business lines on School employees. The President replied that there will be changes to reporting relationships, but only from the EX minus 01 levels and up. The creation of new business lines will not result in any workforce adjustments. Changes will happen in the NRC and in the regions.</p> <p>The Agriculture Union noted that the School has undergone a number of periods of change over the years and that these periods can be difficult for some. The President acknowledges the situation and is confident that the new business lines will allow the School to achieve organizational stability that will continue, since the business lines reflected the government's priorities. He adds that employee participation and engagement are two key components of the implementation of the new business lines.</p> <p>The Agriculture Union also asked if new positions will be created. The President replied yes, specifying that these new positions are not yet funded but that he is hopeful that they will be in the future.</p>	<p>business lines.</p> <p>Hold an all-staff meeting to inform employees of the upcoming changes to the School's organisational design as a result of the adoption of the five new business lines.</p>	Taki Sarantakis	As soon as the information is ready to be shared.
<p>6. The New Branch - Innovation and Policy Services</p>	<p>The new <i>Innovation and Policy Services Branch</i>, led by Neil Bower, was created on July 9, 2018. It consists of four teams: Digital, Human Resources Innovation, Public Administration and Policy.</p> <p>The new Branch is relying on innovative work approaches to carry out its projects. The organization's culture is based on the notion of excelling in the public service, creating a valuable service for citizens, understanding the processes in place but not hesitating to challenge them, taking and assuming calculated risks, learning from mistakes, growing professionally and personally, and being able to count on open-mindedness and collaboration in all aspects of the work.</p> <p>The public service will benefit from the work of this branch, which will be largely funded through cost</p>	Nil		



Agenda Item	Key Points Raised	Action Item	Tasked to...	Deadline
	<p>recovery.</p> <p>The Agriculture Union pointed out that members have informed them that improvements would have to be made to the tools used by the School's employees, citing the example of employees are currently using the GCdocs tool. The President confirmed that the new Branch will also be addressing this issue with a view to improving it.</p> <p>A series of initiatives has been put in place at the School to improve existing processes and to produce good results. Examples of these initiatives include a monthly series of coffee and conversation events with the President for School employees who are not in management positions, "Make Your Pitch!" meetings with the President and the three Vice-Presidents, and skip-level meetings.</p> <p>There are also plans to create podcasts. The Agriculture Union emphasized the importance for employees to maintain a healthy work-life balance and that employees should participate and benefit from these initiatives during their regular hours of work rather than on their own time.</p>			
<p>7. Move of Mont-Bleu High School Students and Renovations at LaSalle</p>	<p>On December 3, the School officially became co-tenants with more than 1,500 students from the Mont-Bleu High School at the Asticou Centre.</p> <p>The transition went smoothly, thanks to the ongoing collaboration between the School, the Department of National Defence and Public Services and Procurement Canada (PSPC). The space was delivered to the Mont-Bleu High School 11 days earlier than planned.</p> <p>To relocate 185 of the School's employees within the Asticou Centre, the courses offered by the School had to be moved to other complexes at 111 Sussex Drive and 395 Wellington Street in Ottawa, as well as to Place du Portage in Gatineau. The health and safety committee will inspect the classrooms to determine whether they met health and safety standards.</p> <p>The Agriculture Union said that some employees were pleased with the fact that the teams were now together, making collaborative work easier. It was also stated that for some teams, the sudden changes that occurred in certain business processes are putting a lot of pressure on employees.</p> <p>Weekly meetings of all Asticou Centre's staff and health and safety committees had allowed for ongoing dialogue with employees throughout the transition.</p> <p>The Asticou Centre has a sufficient number of parking spaces for everyone. That said, Brookfield and</p>	<p>Bargaining agents will notify management if they become aware of an issue regarding the relocation of the Mont-Bleu High School students or the LaSalle renovations.</p>	<p>Bargaining agents</p>	<p>When bargaining agents become aware of an issue.</p>



Agenda Item	Key Points Raised	Action Item	Tasked to...	Deadline
	<p>PSPC are looking into a solution for the increased traffic caused by the buses picking up and dropping off the Mont-Bleu High School students and by the traffic lights at the entrance to the Asticou Centre.</p> <p>The work planned at LaSalle Academy is postponed until <i>swing spaces</i> are available again. The long-term plan is to use Block E, currently occupied by Environment Canada, once employees have moved.</p> <p>Ms. Lalonde asked that bargaining agents notify management if they become aware of an issue.</p> <p>The Agriculture Union noted that all partners worked hard to make this initiative a success and is grateful for the way everything unfolded.</p> <p>Mr. Sarantakis noted that employees should be proud for having responded so effectively to the community's needs.</p>			
<p>8. Safe Workspaces: Starting a Dialogue and Taking Action on Harassment in the Public Service</p>	<p>Since the release of the Clerk of the Privy Council's report entitled <i>Safe Workspaces: Starting a dialogue and taking action on harassment in the Public Service</i>, the School has implemented various initiatives, such as a dialogue between the President and employees on improving the work environment on September 11, 2018 (other sessions are planned in the near future), and the "I need help" button on the intranet site that guides employees to appropriate resources.</p> <p>An Ombudsman role will be created shortly and a note will be sent to employees to promote the informal conflict management system. The Office of Values and Ethics and Workplace Well-Being (OVEWW) is developing a plan for the implementation and promotion of initiatives to ensure a healthy and harassment-free workplace.</p> <p>The Agriculture Union noted that harassment will now be formally included in the <i>Canada Labour Code</i> and that discussions are under way with the Treasury Board Secretariat (TBS) to determine how this will be implemented through work place health and safety committees.</p> <p>The Agriculture Union also pointed out that its members have greatly appreciated the open discussions that took place at the September 11 meeting with the President, but that there is still a fear of retaliation for raising a problematic situation.</p> <p>The President reiterated that harassment is not tolerated at the School, be it from a supervisor, a colleague or a subordinate, and that any harassment brought to the attention of senior management</p>	<p>Discussions on the prevention and resolution of harassment and the establishment of a healthy workplace will continue at the next NOHSPC meeting.</p>	<p>Chris Bozik</p>	<p>At next NOHSPC meeting</p>



Agenda Item	Key Points Raised	Action Item	Tasked to...	Deadline
	<p>would be addressed at both the individual and organizational levels. The Agriculture Union raised the importance of trying to resolve all conflicts quickly to prevent them from escalating.</p> <p>Discussions on the prevention and resolution of harassment and the establishment of a healthy workplace will continue at the next NOHSPC meeting.</p>			
<p>9. CSPS Mental Health Strategy</p>	<p>The primary mandate of the Psychological Health and Safety Sub-Committee (PHSSC) is the development and implementation of the School's Mental Health Strategy. A committee meeting has been held last month. The committee is continuing to recruit new members. A selection process will be launched to fill the position of co-chair, who will be selected by a joint selection committee. Mr. Bozik acknowledged Mr. Martel's work as alternate co-chair during the transition period.</p> <p><i>A review of the Standard for Psychological Health and Safety in the Workplace and the results of the Public Service Employee Survey (PSES) is under way. A working group has been established to review and take action on the PSES results. Training on identifying psychological hazards in the workplace will also be offered to committee members in the new year.</i></p> <p>The Agriculture Union stressed the importance of prioritizing and promoting PHSSC work and giving the Sub-Committee's employees the time needed to carry out the tasks it identifies.</p> <p>The President confirmed that time would be made available for employees to work on committees. The issue will be discussed at the NOHSPC meeting to determine how best to support employee participation and engagement for a successful PHSSC mandate, taking into account the fluctuation in needs during the year.</p>	<p>Discuss and identify ways to support employees in fulfilling the PHSSC mandate at the next NOHSPC meeting.</p>	<p>Joanne Lalonde</p>	<p>At next NOHSPC meeting</p>
<p>10. The Use of Non-Advertised Staffing Processes</p>	<p>This topic was discussed at the Human Resources Labour Management Consultation Committee meeting on November 1, 2018, and therefore only an update on key items will be shared.</p> <p>Priorities and talent management are reviewed for each staffing action undertaken. Students who are offered indeterminate positions and term employees appointed indeterminately as well as appointments of employees from organizations from which a deployment is not possible are included in the total number of non-advertised staffing processes.</p> <p>Statistics on non-advertised staffing processes will be shared with each bargaining agent respectively following the meeting.</p> <p>The Agriculture Union acknowledged the continued need for non-advertised staffing processes. That</p>	<p>Share statistics on non-advertised staffing processes with each bargaining agent respectively.</p> <p>Share the School's guide to the Appointment Policy with managers,</p>	<p>Joanne Lalonde</p> <p>Taki Sarantakis</p>	<p>As soon as possible after the meeting.</p> <p>As soon as possible after the meeting.</p>



Agenda Item	Key Points Raised	Action Item	Tasked to...	Deadline
	<p>said, they should not come as a surprise, and management should communicate their staffing plans and decisions effectively.</p> <p>The President committed to reminding managers of the importance of effectively communicating their staffing plans and decisions, to sharing the School's guide to the Appointment Policy with them again, and to adding this topic to the agenda of the next Extended Management Forum meeting.</p>	<p>reminding them of the importance of effectively communicating their staffing plans and decisions.</p> <p>Add the topic to the agenda of the next Extended Management Forum meeting.</p>	<p>Taki Sarantakis</p>	<p>As soon as the date of the next meeting is known</p>
<p>11. Non-EX Organizational Design</p>	<p>The organizational design for non-EX positions is derived from the EX structure put in place in May 2016. The project involves updating positions using standardized work descriptions.</p> <p>The project is progressing well. Updated work descriptions for the Corporate Services Branch (CSB) will begin to be distributed this month. For the Learning Programs Branch (LPB), the distribution of work descriptions will begin in spring 2019.</p> <p>Since it is much larger than the CSB, the LPB is taking more time to review the work descriptions.</p> <p>This work is continuing even though the review of the new business lines is ongoing. The intention is for School employees to have up-to-date and standardized work descriptions that are classified pursuant with TBS standards.</p> <p>Monthly consultations with bargaining agents on this topic are continuing. The next meeting will provide an opportunity to further discuss the process used to update non-EX work descriptions and next steps.</p>	<p>Plan the next monthly meeting with bargaining agents to discuss the process used to update non-EX work descriptions and next steps.</p>	<p>Joanne Lalonde</p>	<p>In the weeks following the meeting.</p>
<p>12. Phoenix</p>	<p>The School is very fortunate to be part of the fourth joint pay team (i.e. the Pod) and to benefit from the expertise of various departments. A budget was allocated to the School in 2018 (\$99,000) to recruit additional resources in order to better support employees and to create information sessions and tools. The backlog has decreased by 44.25% since June 2018.</p> <p>Although few of the School's employees are affected by pay issues, an accountant will be hired during</p>	<p>Share the first pay bulletin that was sent to employees with bargaining agents.</p>	<p>Joanne Lalonde</p>	<p>As soon as possible after the meeting.</p>



Agenda Item	Key Points Raised	Action Item	Tasked to...	Deadline
	<p>tax season to provide assistance to employees who might need it.</p> <p>A new monthly pay bulletin is being sent out to all School employees. The first bulletin that was sent will be shared with the bargaining agents.</p> <p>A working group, composed of human resources and finance specialists, has been established to illustrate various processes and to help employees better understand the pay system. The processes developed will be shared with bargaining agents and then employees, and will be posted on the intranet.</p> <p>If employees have issues with their pay, they are encouraged to contact the School's Compensation Liaison Team via its generic email address at csps.compensationremuneration.efpc@canada.ca.</p> <p>The School is very privileged to have a compensation analyst working for them. Many cases are resolved without even having to be sent to the Pay Centre.</p> <p>The School is used as a best practice for other departments.</p>	Share pay processes developed with bargaining agents	Joanne Lalonde	As soon as pay processes are ready to be shared.
13.	<p>Round Table, Closing Remarks and Next Meeting</p> <p>Mr. Murphy commented that he enjoyed the meeting and that it is important to continue the dialogue with employees and bargaining agents during this period of transition. Management needs to have all the information available in order to make the right decisions.</p> <p>Mr. Sarantakis concluded the meeting by mentioning that the discussions have been very constructive and thanked members for their participation.</p>	Nil		

APPROVED:

Original signed by

Taki Sarantakis
Committee Co-Chair
President
Canada School of Public Service

Date

Original signed by

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

Date