



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

Record of Discussions

Wednesday, June 27, 2018

10:00 a.m. – 12:00 p.m.

Present: Robert Orr (Acting Deputy Minister/President – Co-Chair) Fabian Murphy (National President/AU-PSAC – Co-Chair)
 Marc Bélisle (VP, CSB) Rick Cormier (AU-PSAC)
 Annie Champagne (A/VP, LPB) Erick Martel (AU-PSAC)
 Jean Cardinal (DM COS) Renelle Chalifoux (AU-PSAC)
 Godfrey Tang (Manager, Governance Secretariat) Danielle Viel (ACFO)
 Joanne Lalonde (Director General, WWM) Christopher Bozik (A/Director, OVEWW)
 Nathalie P. Marcoux (Director, WWM) Joceline Cousineau (A/Director, WWM)
 Pierre Leduc (Director, WWM) Nathalie Rodrigue (Manager, Labour Relations)

Absent: Mireille Vallière (CAPE), Tia Hazra (PIPSC), Elizabeth Hochster (Director, Ops.Plan. & Faculty Mgmt, LPB),

Invitees: Natasha Parriag (DG, Res. & Acct., LPB) *(for Transformation of the CSPS & Departmental Review Items)*,
 John Prentice (DG, Curr. Mgmt & Pol, Strat, LPB) *(for CSPS Learning Curriculum Strategy/Priorities for 2018-19 Item)*
 Linda MacMillan (Dir. Client & Reg. Serv., LPB) *(for CSPS Service Management Strategies Item)*

Observer: Geneviève Laflamme (AU-PSAC)

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

Agenda Item	Key Points Raised	Action Item	Tasked to...	Deadline
1 Welcoming Remarks	Mr. Orr noted that the School is in a period of transition. A new Deputy Minister/President, Taki Sarantakis will join the School on July 9, 2018, as will a new Vice President, Neil Bouwer, who will lead a new branch (Policy and Innovation Services Branch). Mr. Murphy mentioned that change is inevitable. Information sharing and consultation with employees and bargaining agents help create an environment where everyone feels involved and connected.	Nil		



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<p>2</p> <p>Action Items from the last Meeting</p>	<p>A table summarizing the action items from the last meeting and associated status was sent to committee members ahead of the meeting. All action items were completed except for the guidelines being prepared on union business leave.</p> <p>The Agriculture Union requested to have the document ready as soon as possible as there are issues on this matter. Ms. Lalonde committed to meeting with Ms. Chalifoux to discuss next steps and timelines.</p> <p>The Agriculture Union raised that the backstage tours mentioned in Item 4 (updates on the review and design of the non-EX organizational structure) and Item 8 (information on employee's pay stubs) did not take place.</p> <p>Item 4: Q&As for employees have been prepared and shared with the Bargaining Agents for comments. A backstage tour was not considered the best communication strategy as the group would be too large and employees are at different stages in the process. Instead, information sessions will be provided at a smaller scale, for example, at the branch level.</p> <p>Item 8: The backstage tour on employees' pay stubs was discussed prior to Public Services and Procurement Canada (PSPC)'s HR-to-Pay courses being made mandatory for all employees and managers. In addition, as pay issues can be very personal, an individualized approach is preferred. The Compensation Liaison Help Desk is available to all employees and managers for assistance and provides tools available on GCPedia on how to read paystubs as required.</p>	<p>Meeting between Joanne Lalonde and Ms. Renelle Chalifoux to discuss next steps and timelines with regards to the guidelines on union business leave.</p>	<p>Joanne Lalonde</p>	<p>As soon as possible after the meeting.</p>
<p>3.</p> <p>Review of Terms of Reference one year after its adoption</p>	<p>The Committee's Terms of References (ToR) are to be reviewed one year after their adoption.</p> <p>Ms. Chalifoux noted that the ToR were very good in principle, and raised a question regarding the equal representation of management and union representatives. She noted that it was challenging to find staff to fill the union representative's positions and consequently to increase the representation of all bargaining agents at NLMCC meetings. Mr. Orr indicated that it is important for management to have the right people around the table to efficiently address bargaining agents' questions and concerns. Management has no control over bargaining agents' recruitment challenges. Bargaining agents are responsible for recruiting their representatives and encouraging union representatives to attend NLMCC meetings.</p> <p>Members were invited to share proposed changes to the ToR by email with the committee; Bargaining agents were invited to share best practices from other government departments. ACFO will approach its members to recruit a local representative.</p>	<p>Participants to share proposed changes to the ToR with all committee members by email.</p>	<p>All members</p>	<p>One month before the next meeting.</p>



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4. Unions	The Agriculture Union had their Convention a year ago. Everyone is pursuing their mandate.	Nil		
5. Labour Management Consultations	The Agriculture Union proposed to implement a yearly assessment of labour-management consultation committees to identify potential areas for improvement. The assessment could look into questions such as do we have the right committees in place, are employees aware of the work done by the committees, etc.	Nil		
6. Collective Agreements	<p>The Agriculture Union indicated that they are beginning the next round of collective bargaining with the Treasury Board Secretariat (TBS).</p> <p>The Agriculture Union raised that changes to collective agreements may not have been clearly communicated to managers. Ms. Lalonde indicated that information is shared with all employees as soon as it is received from TBS. The School's labour relations team provide advice and guidance to managers as required.</p>	Nil		
7. Transformation of the CSPS – Summary Report	<p>The former Deputy Minister, Ms. Wilma Vreeswijk, shared with all employees on April 20, 2018, the Transformation of the Canada School of Public Service Summary Report, as well as the Integrated Plan and the Departmental Plan. These documents were also shared with committee members ahead of the meeting. The Summary Report highlights the analysis and findings of the departmental review. It shows that the School's priorities are aligned with the priorities of the public service.</p> <p>A backstage tour took place on June 1st, 2018 at which all employees were invited to participate to learn about the results of the transformation, as well as the Departmental Results Framework and the Integrated Plan. This event was positively received by approximately 129 employees. The goal was to make sure all School's employees understand where the School is going and how their work contributes to the School's results.</p>	Nil		
8. Departmental Review	<p>At the last NLMCC meeting of November 28, 2017, Mr. Jean-François Fleury provided a detailed overview of the School's approach to the departmental review. The School has now finalized its analysis; the key findings are that the School's business model is aligned with Government priorities and is delivering good results for the public service.</p> <p>The School is now implementing the future directions that emerged from the Departmental review. Areas of focus for our common learning content include digital government, project management,</p>	Nil		



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	<p>Indigenous relationships, diversity and inclusion, gender-based analysis+ and respect in the workplace.</p> <p>Once Treasury Board has considered the departmental review, plans may be amended to reflect direction from Ministers.</p> <p>The Agriculture Union noted that effective communication would be important, as School employees have gone through multiple transformations over the past years.</p>			
<p>9. CSPS Learning Curriculum Strategy/ Priorities for 2018-19</p>	<p>In 2018-19, the School will be reporting on three key results areas (Relevance, Quality, Accessibility) under the Departmental Results Framework (DRF) approved by Treasury Board Ministers in November 2017.</p> <p>Over the past 18 months, the School engaged across the organization to review and streamline internal learning content development processes (LCDP). In July 2017, the School created a new Curriculum Management Division within the Learning Programs Branch (LPB) to oversee and guide the LCDP to better inform decision-making, better support integrated planning and reporting on results, and better align resources between learning priorities, product maintenance and corporate planning functions. The new LCDP has been in effect since April 1st, 2018. Investment in the development of an online GCtool is being made in 2018-19 to support the new LCDP.</p> <p>Changes in the School's internal processes and governance of curriculum responds to concerns raised by employees through the engagement sessions held in 2017-18. Information sessions will be held in the coming weeks with employees.</p> <p>The Agriculture Union asked how priorities would be communicated to employees. It was noted that the School still had the same priorities, though not every priority required the same level of activity; out of 14 priorities overall, 6 required incremental effort, while the others were ongoing. Focussing on key areas will help to better direct the School's effort to support Government and Public Service priorities. Employees will be kept informed of new priorities or important subjects the School is required to focus on. A communication strategy will be developed in the coming weeks.</p> <p>The Agriculture Union encouraged the School to present ideas and strategies to the Service-Wide Committee on Occupational Health and Safety on products related to Mental Health.</p>	<p>Nil</p>		



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<p>10. CSPS Service Management Strategies</p>	<p>The first three-year Service Management Strategy was approved in July 2015 by Executive Committee (EC), in order to fulfill a requirement of the Treasury Board Policy on Service. In March 2018, EC approved extending the strategy by one year in order to undertake broad engagement with both clients and employees to guide the development of a new multi-year strategy.</p> <p>The School will articulate a client-centric service vision that reflects its mandate and also government initiatives. An ambitious timeline has been set in order to frame, develop, validate and release a strategy at the same time as the Government of Canada Strategy on Service in April 2019.</p> <p>The focus will be on four key themes that clients and stakeholders have identified for improvement: Data and Reporting, Learning Delivery Modes, The Learner Experience and How to Better Engage Organizations in Service. The findings will be analyzed and posted online for validation and further probing where necessary. Ongoing communications with employees will be key.</p> <p>The Agriculture Union raised the importance of engaging School employees not only to improve services to external clients but also to improve the School's internal processes.</p>	<p>Nil</p>		
<p>11. Mental Health Strategy</p>	<p>The School's Mental Health Strategy was approved by the Deputy Minister in March 2018, and discussed at the National Occupational Health and Safety Policy (NOHSP) committee on June 21, 2018.</p> <p>The Psychological Health and Safety (PHS) sub-committee continues its work, following the road map suggested by the Joint Task Force on Mental Health. The PHS sub-committee is engaged in the next phase of the road map: developing a communications strategy and identifying workplace psychological hazards.</p> <p>Activities took place during the National Public Service Week (NPSW) and the Mental Health Week and other activities are planned throughout the fall.</p> <p>Questions were raised on the selection of a new employee co-champion. Last time, the champions were selected in consultation with the bargaining agents. The intent is to follow the same process.</p> <p>Mr. Murphy suggested to continue to discuss this topic at the NLMCC, as the task force report indicates that buy in from management is required.</p>	<p>Begin process to select new Employee co-champion</p>	<p>NOHSPC</p>	<p>Prior to the next NOHSPC</p>
<p>12. CSPS Organizational</p>	<p>An update was provided at the last HRLMCC meeting of May 7, 2018. The organizational structure for the Corporate Services Branch (CSB) is completed and the review of all generic descriptions will be</p>	<p>Nil</p>		



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<p>Review, Staffing and Classification Review</p>	<p>completed in the fall 2018. If there are some changes in the schedule, it will be communicated. All employees whose work description changes will be notified. LPB management is currently working at the macro strategic stage, clarifying the functional responsibilities, ensuring clear accountabilities and eliminating any duplication.</p> <p>Questions & Answers have been developed for employees and have been shared with the bargaining agents. Once comments are received, they will be reviewed and distributed to employees.</p> <p><i>Ad hoc</i> meetings with the local president of the Agriculture Union are taking place on the progress of the organizational design's implementation.</p>			
<p>13. Public Service Employee Surveys</p>	<p>Results of the PSES are publically available and were presented at the HRLMCC meeting on May 7, 2018. Bargaining Agents were asked to share their views on how best to consult with the employees in order to address the challenges raised in the surveys. Suggestions are welcome.</p> <p>Ms. Lalonde suggested survey questions on performance management and staffing be discussed at the HRLMCC.</p>	<p>Nil</p>		
<p>14. Phoenix</p>	<p>This topic was discussed at the HRLMCC meeting of May 7, 2018.</p> <p>The School has been selected to be part of the first rollout to the new PSPC Client Service Delivery Model for pay operations (i.e. the "Pod"), in place as of June 14, 2018. Indications so far are that the Pod approach has been effective in addressing issues quickly.</p> <p>The Agriculture Union mentioned that they are pleased with the services rendered by the Compensation Liaison Team. The Agriculture Union organized two lunch and learn sessions on Phoenix in June which generated positive feedback. One more session is scheduled to take place on June 28, 2018 at LaSalle.</p> <p>Information sessions will not be organized by the School as the focus is on one on one sessions as it is a more personalized approach and allows the employees to discuss their specific case.</p> <p>The School is in a good state regarding Phoenix. All School's employees are getting paid. There are no common theme for issues raised by employees. Employees should communicate directly with the Compensation Liaison Team to raise any issues.</p>	<p>Nil</p>		



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<p>15. Round Table, Closing Remarks and Next Meeting</p>	<p>Mr. Cormier asked if the classification review ongoing at the School included the administrative staff (PA Collective Agreement), and whether the School was taking into account the current TBS review.</p> <p>Ms. Lalonde responded that all positions at the School were being reviewed and confirmed that the TBS review is taken into consideration to ensure there is no duplication of efforts. Ms. Lalonde invited PSAC to request an <i>ad hoc</i> meeting to further discuss this topic if necessary.</p> <p>Mr. Orr concluded the meeting by thanking all participants for their contribution.</p>	<p>Nil</p>		

APPROVED:

Original signed by:

 Robert Orr
 Committee Co-Chair
 Acting Deputy Minister/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