



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

***Record of Discussion***

Tuesday, November 15, 2016

1:30 to 3:00 p.m.

**Present**

Joanne Lalonde (Director General, HRWM)	Fabian Murphy (AU-PSAC)
Nathalie Marcoux (Director, HRWM)	Elaine Ouimet (AU-PSAC)
Nancie Cantin (Director, HRWM)	Larry Lavitt (AU-PSAC)
Leszek Nowosielski (Director, GMTMSC)	Renelle Chalifoux (AU-PSAC)
Nathalie Rodrigue (Interim Manager, RT)	Chantal Lebrun (PIPSC)
Melissa Pang (Manager, OVEWWB)	Nicolas Brunette-D'Souza (ACFO)
	Mireille Vallières (CAPE)

**Absent** Greg Wilburn (Director, OVEWWB), Bob Kingston (National President / AU-PSAC), Jessica Guitard (PIPSC)

**Observers** Caroline Parent (Project Assistant, CSPS Labour Relations)

Agenda Item	Key Points Raised	Action Item	Tasked to...	Due Date
1 <b>Welcoming Remarks</b>	<p>Ms. Lalonde opened the meeting by welcoming all of the participants. Round table introductions were held.</p> <p>Ms. Lalonde made the following opening remarks:</p> <ul style="list-style-type: none"> <li>- This was the first HRLMCC meeting chaired by Ms. Lalonde as Director General of the School's Human Resources and Workplace Management branch.</li> <li>- The HRLMCC is an important committee for the School. Committee meetings will be scheduled more regularly. This will promote the maintenance of the good labour-management relations already in place at the School.</li> <li>- She asked participants to send their comments about the minutes of the last meeting to Nathalie Rodrigue as soon as possible after the meeting.</li> </ul>	<p>Review the minutes of the last meeting and send comments to Ms. Rodrigue</p> <p>Organize a special meeting of the HRLMCC to discuss employment equity</p>	<p>All participants present at the last meeting</p> <p>Nancie Cantin and School Labour Relations</p>	<p>As soon as possible after the meeting</p> <p>June 2017</p>



Agenda Item	Key Points Raised	Action Item	Tasked to...	Due Date
	<p>As a follow-up on the items in the minutes of the last meeting, it was agreed that a special meeting of the HRLMCC will be held in June 2017, during which the School's employment equity committees will present their work from the past year.</p>			
<p><b>2</b>    <b>Committee Terms of Reference</b></p>	<p>Ms. Lalonde mentioned that the committee terms of reference must be approved. A new draft was sent to participants before the meeting. The draft is very similar to the terms of reference proposed by the National Labour-Management Consultation Committee, which was discussed with most of the participants in October. Some changes were made to make the text more permissive and less strict.</p> <p>She invited participants to review the document and to send their comments to Nathalie Rodrigue by December 2, 2016.</p> <p>She ended by suggesting that it would be commendable if members could come to a virtual agreement on the terms of reference, and if it could be signed at the next meeting.</p>	<p>Review the proposed draft of the committee terms of reference and send comments to Ms. Rodrigue.</p>	<p>All participants</p>	<p>December 2, 2016</p>
<p><b>3</b>    <b>New Staffing Directive</b></p>	<p>Ms. Lalonde shared the following:</p> <ul style="list-style-type: none"> <li>- The Public Service Commission (PSC) launched and supported the new government-wide staffing directive.</li> <li>- Several departments have already put new policies in place.</li> <li>- Ms. Cantin's team worked diligently over the summer studying the best practices put in place by the other departments.</li> </ul> <p>Ms. Cantin added:</p> <ul style="list-style-type: none"> <li>- It was important for the School not to take a different route than the other departments.</li> <li>- The legislative framework has not changed.</li> <li>- Before the new staffing directive was established, the School had four policies, a staffing management framework, an auditing framework, and manager checklists.</li> <li>- The new staffing directive is a good opportunity to review the existing material. The School will now have one policy instead of four. A draft of the new policy and a guide for managers were developed in consultation with the School's managers. These documents will be submitted for</li> </ul>	<p>Forward a copy of the draft policy and managers' guide to the bargaining agents.</p>	<p>Nancie Cantin</p>	<p>In the days following the meeting</p>



Agenda Item	Key Points Raised	Action Item	Tasked to...	Due Date
	<p>the deputy minister's approval shortly.</p> <ul style="list-style-type: none"> <li>- A new oversight framework needs to be developed. We are currently studying the PSC's requirements in this matter. We intend to closely follow trends to assess how the new approach works within the School. Improvements will be made over time, if necessary.</li> <li>- The delegation instrument will also be reviewed.</li> <li>- We are working to find ways to make staffing actions more efficient, and to make staffing processes shorter in certain cases. We are also considering establishing an "Express Lane Staffing" process to accelerate certain staffing measures, such as casual employment offers, interim positions of less than 4 months, and assignment and secondment agreements.</li> <li>- Training will be offered over the next few months to human resources employees, as well as managers. Information sessions will also be offered to School employees.</li> </ul> <p>Mr. Murphy asked if the framework had not been modified in 2014. Ms. Cantin confirmed that this was the case, but explained that it should be adapted to the new staffing directive.</p> <p>Mr. Murphy asked that the new version of the policy be forwarded to the bargaining agents before being finalized. He explained that given their role, they sometimes receive questions, and can therefore propose changes that may be quite relevant. Ms. Lalonde confirmed that the draft policy and guide will be sent to the bargaining agents in the days following today's meeting.</p> <p>Mr. Brunette-D'Souza supported Mr. Murphy's request and mentioned that the bargaining agents can bring the employees' point of view. He recognized that management is free to agree or disagree with the proposals shared by the bargaining agents.</p>			
<p><b>4</b>    <b>Update on the Employee On-Boarding and Severance Form</b></p>	<p>Ms. Cantin shared the following:</p> <ul style="list-style-type: none"> <li>- On the Intranet, there is currently a process and a form that need to be followed/filled out by employees when they leave the School. The form explains the meetings that need to take place to confirm that the employee has returned their laptop, pass, and files, that knowledge transfers have taken place, etc.</li> <li>- On the Intranet, there is also a guide for managers for on-boarding new employees.</li> </ul>	<p>The bargaining agents who are interested in joining the working group should forward their names to Ms. Cantin</p>	<p>Bargaining Agents</p>	<p>As soon as possible after the meeting</p>



Agenda Item	Key Points Raised	Action Item	Tasked to...	Due Date
	<ul style="list-style-type: none"> <li>- All these processes and forms should be updated. Nicholas Obomsawin has already started collecting names to start a working group. A meeting will be planned in the coming weeks.</li> </ul> <p>Ms. Chalifoux asked if the School will collaborate with the managerial network. She added that the existing form is outdated. She also asked if measures will be taken to ensure that the form will be used whenever an employee leaves, since she understands that this is not currently the case. Ms. Cantin took note of these comments.</p> <p>Ms. Chalifoux also asked if orientation sessions were planned and if the bargaining agents would have a chance to meet the new employees.</p> <p>Ms. Cantin invited Ms. Chalifoux to join the working group if she wished, since this question could be discussed there.</p> <p>Mr. Murphy confirmed that it was preferable for local union representatives, including Ms. Chalifoux, to be invited to participate in the working group. He added that meetings between new employees and union representatives as part of orientation sessions would be a great opportunity for them to explain what it means to work in a unionized environment.</p> <p>Mr. Murphy proposed organizing training sessions for new employees, entitled “Understanding the Collective Agreement” and hosted by the Joint Learning Program. He added that these sessions are offered for free.</p> <p>Ms. Lalonde invited the bargaining agents who were interested in joining the working group to forward their names to Ms. Cantin.</p>			
<p><b>5</b></p> <p><b>Update on Workplace 2.0 and the modernization of classrooms</b></p>	<p>Mr. Nowosielski shared the following:</p> <p><b><u>Workplace 2.0</u></b></p> <ul style="list-style-type: none"> <li>- Over the past six months, the School has collaborated with Public Services and Procurement Canada (PSPC) to determine what needed to be done, when, and where, to meet the new 2.0 standards in workplaces in the National Capital Region.</li> <li>- A study is underway to determine the medium- and long-term needs for workplaces and classrooms. More than 50 stakeholders within the School were consulted. The results of the study should be made known in January 2017.</li> </ul>	<p>Communicate with Mr. François Sarrazin to discuss network and intermittent signal problems at Asticou.</p>	<p>Leszek Nowosielski</p>	<p>As soon as possible after the meeting</p>



Agenda Item	Key Points Raised	Action Item	Tasked to...	Due Date
	<p><b><u>Modernization of classrooms</u></b></p> <ul style="list-style-type: none"> <li>- The intention is still to modernize classrooms.</li> <li>- New audiovisual equipment will be installed in Winnipeg. The work should be completed in December 2016 or January 2017.</li> <li>- 23 videoconference units were installed in various learning sites within the School across Canada. 14 to 20 additional units should be installed over the next two fiscal years. These units give us more options for distance learning. In particular, they allow us to carry out learning activities simultaneously in several locations. It was noted that the use of these units doubles every month.</li> <li>- 40 new chairs with wheels, mainly used for leadership programs, which will have small tables attached to them, will be delivered in December. These chairs will allow for greater flexibility when it is necessary to move them. They will eventually be placed in the 2500 block in Asticou.</li> <li>- The Learning Programs Branch identified five sites where it was necessary to improve the quality of audiovisual equipment: Vancouver, Toronto, Asticou, Montreal, Halifax. The equipment should be purchased during the current fiscal year, and should be installed in 2017-2018.</li> <li>- In March 2017, the School should receive a cost estimate for anticipated renovations in the D block of LaSalle Academy. The intention is to create five multifunctional classrooms across the three floors of the building.</li> <li>- Painting and carpet replacement will start in January 2017 and will continue until March 2017 in the 2400, 2500, and 1300 (library) blocks at Asticou. The courses that are held in the 2500 block will be moved to other parts of the building.</li> <li>- Similar work is planned for the 500, 900, and 1600 blocks at Asticou in 2017-2018.</li> </ul> <p>Ms. Lalonde mentioned that these changes will have a positive impact not only on students and teachers, but also on all the employees who work in these locations.</p> <p>Ms. Chalifoux indicated that employees were very appreciative of these changes. However, she mentioned that she had received several questions about network problems (for computer</p>			



Agenda Item	Key Points Raised	Action Item	Tasked to...	Due Date
	<p>connectivity) and intermittent telephone signals at Asticou.</p> <p>Mr. Nowosielski indicated that he will discuss the problems with Mr. François Sarrazin. He invited employees to raise problems directly with information technology services by submitting a service request.</p>			
<p><b>6</b></p> <p><b>New employees meeting with union representatives</b></p>	<p>Ms. Rodrigue mentioned that the subject was raised for discussion by the committee after Ms. Chalifoux and Ms. Lebrun requested that bargaining agents be given the opportunity to meet new School employees. She explained that the collective agreements generally state that the bargaining agents "should have the opportunity to introduce one of their representatives to new employees as part of the current orientation programs."</p> <p>Ms. Rodrigue added that the School has an employee integration process in the form of a guide for managers who are on-boarding new employees. Orientation sessions that would be held as in-person group meetings are not currently being organized.</p> <p>She proposed organizing a 30-minute meeting twice a year, in October and April, where union representatives would have the opportunity to meet new School employees. Represented employees who are hired over the six months prior to these meetings would be invited to participate. She explained that all bargaining agents and all new represented employees would participate in that meeting, and that the bargaining agents would be asked in advance to share the agenda and the documents that would be distributed at this meeting, so that they could be pre-approved.</p> <p>Mr. Murphy stated that he did not think that it would be necessary to make these meetings official. He added that he did not think that meetings every six months would be sufficient. He explained that in his opinion, what would be ideal would be for the bargaining agents to be informed whenever employees are hired, and for individual meetings to be held. Group meetings could be organized if a group of people are hired at the same time. He indicated that the documents that would be shared would not be related to collective bargaining.</p> <p>Ms. Vallières asked whether employees know where they can find information about collective agreements, and if that information should be mentioned in their letters of offer.</p>	<p>Discuss the best approach for bargaining agents to have the opportunity to introduce one of their representatives to new employees as part of the current orientation programs</p>	<p>Employee On-Boarding and Severance Working Group</p>	<p>At working group meetings</p>



Agenda Item	Key Points Raised	Action Item	Tasked to...	Due Date
	<p>Ms. Pang noted that she looked for this information on the Intranet when she joined the School, and noted that she was able to find the information easily. She added that at her old job, there were regular meetings for new employees.</p> <p>Ms. Chalifoux stated that it is impossible for her to contact new employees because she cannot communicate with them using the employer's network.</p> <p>Ms. Vallières added that she needed to be informed when an EC employee is hired.</p> <p>Ms. Lalonde proposed that the subject be discussed by the working group that will be created to discuss the employee on-boarding and departure process. This was approved unanimously.</p>			
<p><b>7</b>    <b>Compensatory Leave</b></p>	<p>Ms. Rodrigue informed the participants that in September, the Treasury Board Secretariat (TBS) issued a bulletin explaining that compensatory leave that had been accumulated but not used as of September 30, 2016, would not be automatically paid to employees in groups GS, CS, and FI, as set out in their respective collective agreements. Employees will therefore have an additional period to use up their leave, or even ask for their leave to be paid. This measure is in effect until further notice.</p> <p>She added that in September, before receiving the TBS bulletin, an e-mail was sent to employees in groups AS, CR, IS, PM, DD, GT, and PE who had banked accumulated compensatory leave but who had not used it as of August 31, 2016. They were informed that under the applicable collective agreement, this leave would be paid. However, taking the TBS bulletin in account, an e-mail will be sent to these employees informing them that their leave will be banked unless they ask for it to be paid out. Banked leave can be used until further notice.</p> <p>Ms. Rodrigue shared the draft e-mails that will be sent to the affected employees with the participants, and asked for comments. The participants supported the proposed approach and did not have any comments on the wording of the e-mails.</p> <p>Ms. Rodrigue stated that the TBS should give new instructions over the coming weeks, and if necessary, they would be shared for discussion with the bargaining agents. She explained that no special measures were planned for the time being for the PG, EC, EDS, and LS groups. The collective agreements that apply to these groups allow for payment of compensatory leave at a later date. The situation will be reassessed in light of the instructions that should be received from the TBS.</p>	<p>Ask the TBS for an interpretation about the use of compensatory leave.</p>	<p>Nathalie Rodrigue</p>	<p>As soon as possible after the meeting</p>





Agenda Item	Key Points Raised	Action Item	Tasked to...	Due Date
	<p>Ms. Rodrigue also shared a document showing the information about compensatory leave that can be found on the School's Intranet site.</p> <p>Mr. Murphy read one of the points mentioned on the Intranet page dealing with compensatory leave: "Compensatory leave accumulated during a given cycle cannot be used beyond the payment date." He stated that in his opinion, employees can use their compensatory leave beyond the payment date.</p> <p>Ms. Rodrigue stated that it was a question of interpretation. The TBS will be consulted and she will share their response with the committee.</p>			
<p><b>8</b></p> <p><b>Round Table, Closing Remarks and Next Meeting</b></p>	<p>Ms. Lalonde noted that the next meeting should take place on the morning of March 1, 2017. She suggested that participants check their availability and specified that a formal invitation would be sent shortly. She indicated that participants will be asked to suggest agenda items one month before the meeting.</p> <p>She added that a revised version of the committee terms of reference will be sent to participants once comments are received.</p> <p>She closed by thanking everyone for their active participation in the meeting.</p>	<p>Send a formal invitation for the next committee meeting</p> <p>Solicit items for the agenda</p> <p>Send a revised version of the terms of reference once comments are received from participants</p>	<p>CSPS Labour Relations</p> <p>CSPS Labour Relations</p> <p>CSPS Labour Relations</p>	<p>As soon as possible after the meeting</p> <p>One month prior to the next meeting</p> <p>As soon as possible after receiving comments from participants</p>