

**Minutes**  
**Human Resources Labour Management Consultation Committee (HRLMCC)**  
**May 7, 2014**

**Management Representatives**

Lynette Cox, ADM, Human Resources Branch	Eric St-Onge, A/DG, Human Resources Business Transformation
Michelle Laframboise, DG, Workforce Development and Wellness Services	Joseph Silva, Director, Labour Relations and Occupational Health and Safety
Dominique Boily, Director General, Integrated Classification and Staffing Solutions	Julie Bourbonnais, Senior LR Advisor

**Labour Representatives**

Bill Sukloff, PIPSC (President, National Consultation Team) - <i>by videoconference</i>	Waheed Khan, PIPSC (Vice-president)
Manon Desormeaux, UEW-PSAC (Labour Relations Officer)	Vivian Gates, ACFO (Labour Relations Officer)

Items	Issues	Actions
1. Review and approval of Agenda	The agenda was accepted.	
2. Review of minutes and action items from last meeting	The minutes had been previously approved and posted.	
3. Transformation @ EC	<p>The ADM, HR highlighted the key points of the “Proposed approach for supporting EC employees through Change” deck which was presented to the Executive Management Committee (EMC) and a discussion followed.</p> <p>The ADM, HR provided an example of the HR strategy used in informing HR employees of the changes occurring within their Branch by having the DG, Human Resources Business Transformation and the Director HRB Information Management, Business Solutions and Transformation delivering a presentation in person across the country.</p> <p>Also discussed was the broader issue regarding departmental communication strategy that addresses the need to update staff on the various change initiatives, including BP 2020, and other mediums that may be used to communicate these changes to employees.</p> <p>Unions were asked to propose options to improve the communication between management and employees.</p> <p>PIPSC proposed that management work with unions to verify with staff if the message is received and understood. Moreover, PIPSC indicated that middle managers and immediate supervisors need to play a greater role to complement messages from senior executives and relate them to specific actions in the context of their workplace situation.</p>	

	The ADM, HR concluded by indicating that a new corporate transformation committee was being launched to address the issue.	
4. Effective Communication in HR	<p>PIPSC raised concerns regarding the fact that important information on items under the HR's purview was not effectively communicated to staff. They proposed that HR team up with management in program areas to improve communication.</p> <p>Management asked the unions for suggestions on possible avenues to make information more visible/accessible to employees. Management proposed developing tools for managers such as "Let's talk" documents. It was noted that managers' credibility is key to connecting employees to information.</p> <p>Management introduced a one-page document developed by the Corporate Services Branch to inform employees of upcoming changes and indicated that this tool could be used by other program areas. Other options were discussed such as pop-ups, search engines, bi-weekly management meetings and pod casts.</p> <p>Management and unions agreed that this is part of a culture change process and will require persistent efforts.</p>	Unions to provide suggestions on possible avenues for making information more accessible to employees.
5. Performance Management Update	<p>The DG, Workforce Development and Wellness Services presented an update on the Performance Management Program and a discussion followed.</p> <p>PIPSC raised concerns regarding the use of generic work objectives, for example in EPOD, as well as the number of work objectives and performance indicators used in performance agreements. They also added that some of these work objectives did not fit the description of a "SMART" objective. Managers and employees are learning the new system and thus, recognizing that this first cycle is a transitional one; mechanisms to support managers/employees should be put in place to ensure a positive transformation.</p> <p>Management indicated that they would follow-up. They confirmed that, in cases where the work objectives were more general in nature, the indicators needed to be more specific. They added that several indicators can be used and that the suggested number is two to three per work objective. Management recognized that the training provided to date has focused on the implementation of the new directive and not specifically on the development of work objectives. More training is planned throughout the cycle to assist managers in drafting performance management assessments.</p> <p>Management also recognized that this first year will be one of learning and that there will be challenges for managers and employees.</p>	The DG, Workforce Development and Wellness Services to provide unions with statistics on # of agreements completed once available.
6. Disability Management Initiative	The DG, Workforce Development and Wellness Services highlighted the key points of a deck on the Disability Management Program which was presented to EMC in May 2014.	The Disability Management unit to provide the unions with statistics on number of employees on long term

	<p>Unions asked to be provided with the number of employees that have been on sick leave between three months to two years. Management indicated that they would provide the statistics by when available.</p> <p>PIPSC asked management to involve unions in the process of communicating with employees on long term sick leave. Management indicated that it is the employee's choice to involve their union and this choice must be respected. Employees will be reminded of their right to representation and are left to contact their union representative should they wish.</p> <p>Management informed the unions of the appointment of three compensation employees, whose positions would be eliminated in the near future, to positions within the DMI team. The unions expressed their satisfaction with management's proactive action.</p> <p>PIPSC raised membership's concerns regarding the next round of collective bargaining as it pertains to any changes to the sick leave system. PIPSC stated that it is a major concern for employees. Management acknowledged PIPSC's concerns, but confirmed that they had no additional information to share with them on this issue as this will be addressed as part of the upcoming collective bargaining process.</p>	<p>sick leave period between 3 months to 2 years, by group/category.</p>
<p>7. Work Descriptions:</p> <p>a) AS Generic Work Description</p> <p>b) Reclassification of CR-04 positions into AS-01</p>	<p>a) UEW stated concerns in regards to the generic work descriptions being too vague.</p> <p>The DG, Integrated Classification and Staffing Solutions acknowledged the need to review work descriptions for the AS and other categories. He added that an action plan was put in place and that consultation with unions and other partners were key to ensuring accurate job descriptions. It was noted that UEW and CAPE had been approached for certain AS and EC streams.</p> <p>b) UEW raised the issue of CR-04 positions being reclassified to AS-01 in EPOD and wanted to know if this was a trend.</p> <p>The DG, Integrated Classification and Staffing Solutions reassured the unions that this was not a trend, but specific to a situation in EPOD.</p> <p>The DG, Integrated Classification and Staffing Solutions took this opportunity to inform the unions of the restructuring that took place within his directorate combining staffing and classification services for a more holistic approach.</p> <p>UEW added that they noticed an increase in the number of job content grievances at EC as members do not recognise their work in generic work descriptions.</p>	

	<p>Management encouraged further consultation on the matter and thanked UEW for raising this concern.</p> <p>PIPSC enquired if a review of certain groups belonging to their bargaining unit is planned. The DG, Integrated Classification and Staffing Solutions indicated that they will be in contact with PIPSC shortly to discuss further.</p> <p>PIPSC also mentioned that some employees have been receiving emails from HR asking them to sign a revised work description without being informed that the review was taking place. They emphasised the importance of involving the employee in the review process. Management agreed and asked PIPSC to bring any specific cases to their attention.</p>	<p>The DG, Integrated Classification and Staffing Solutions committed to following up with PIPSC on a date for consultation.</p>
<p>8. Workforce Adjustment</p>	<p>PIPSC requested an update on the latest WFA statistics.</p> <p>The ADM, HR provided the following statistics:</p> <ul style="list-style-type: none"> <li>-4 "affected" employees on sick leave</li> <li>-6 opting employees until May 14, 2014</li> <li>-4 time limited surplus employees, until July 14<sup>th</sup>, 2014</li> <li>-14 GRJO of which 4 are on extended leave</li> </ul> <p>The ADM, HR provided unions with the number of priorities per group.</p> <p>PIPSC asked for more information regarding 23 employees who accepted a lower level position. Management reassured the unions that salary protection applied until such time as an employee is offered a position at their current salary level.</p>	
<p>9. Round Table</p>	<p><u>Personnel File</u>  PIPSC asked how the move of personnel files to the PS Pay Center in Miramichi will assure the integrity of information kept on employee's file and provide easy access to employees who may wish to see their file. Management reassured the unions that information is maintained regardless of it being kept with compensation or Miramichi. The difference is in how the employee accesses that information. The employee will need to request the file from their manager who in turn will need to go through the LR Advisor, a trusted source, who will be responsible for requesting the file from Miramichi.</p> <p>Management is also currently looking at a business process regarding the management and content of personnel files. It was mentioned that an update would be provided to the unions at the next meeting scheduled in the fall 2014.</p> <p>PIPSC brought forth the issue of removing disciplinary letters in a timely manner, as stated in collective agreement.</p> <p><u>Sick leave</u>  PIPSC raised concerns regarding any rumoured changes by the TBS to the management of sick leave which could lead to employees coming</p>	<p>Management to look at a business process and provide the unions with an update at their next meeting scheduled in the fall 2014.</p>

	<p>to work even when they are sick, to avoid unpaid leave. Management indicated that they had no additional information than that in the media and that they would share information if obtained. It was recommended that the unions bring their concerns to their national counterparts so they can bring these forward at the bargaining table.</p> <p><u>Posting of LMCC minutes</u> PIPSC raised the issue of posting minutes in a timely manner. The Director, LR and OHS indicated that this can be brought up at the next LMCC committee meeting on the Framework.</p> <p><u>Essential Services</u> PIPSC indicated that they were open to consultation on Essential Services given that they knew of a Department where this was being done. Management took note of PIPSC offer and asked that PIPSC provide the name of the department.</p> <p><u>Employment Equity report</u> UEW asked for the Employment Equity report. The DG, Integrated Classification and Staffing Solutions indicated that the draft EE report was to be presented to EMC shortly and that the next step was to consult with the unions for their comments via the EE Advisory Committee. The unions were invited to attend the EE meeting.</p> <p><u>Unions meetings in Employer Facilities</u> PIPSC asked for clarifying and simplifying the process relating to having unions meeting in the Employer's facilities. The Director, LR and OHS indicated that a request needs to be sent to the Senior Building Officer with a copy to him. PIPSC acknowledged that a recent request in NCR was approved promptly compared with a few in the past which experienced delays.</p>	
10. Closing Remarks	<p>The ADM, HR thanked all committee members for their attendance and participation.</p> <p>It was agreed that the next HRLMCC would be scheduled for the fall of 2014, specific date to follow.</p>	

The meeting was adjourned at 4:30 PM.

**Prepared by: Julie Bourbonnais, Senior Labour Relations Officer**

**Approved by: Lynette Cox, Assistant Deputy Minister, Human Resources Branch**

*Date Sent to Unions: July 18, 2014*

*Feedback Received by Unions: August 8, 2014*

*Final version: August 25, 2014*