

**Minutes**  
**Environment Canada Labour–Management Consultation Committee (ECLMCC)**  
**December 12, 2013**

<b>Management Representatives</b>	
<b>In attendance</b>	<b>Absent</b>
Bob Hamilton, Deputy Minister	Dan McDougall, ADM, International Affairs
Andrea Lyon, Associate Deputy Minister	David Grimes, ADM Meteorological Service of Canada
George Enei, ADM Corporate Services	Karen Dodds, ADM Science and Technology
Mike Beale, ADM Environmental Stewardship	Chris Forbes, ADM Strategic Policy
Carol Najm, ADM Finance	
Lynette Cox, ADM Human Resources	
Gordon Owen, CEO, Enforcement	
Mollie Johnson, A/ADM, International Affairs	
Geneviève Béchard, DG, Weather and Environmental Monitoring, MSC (on behalf of David Grimes)	
Eric Gagné, DG, Science & Technology Strategies (on behalf of Karen Dodds)	
Max Guenette, Acting DG, Communications	
Michael Goffin, Regional Director General, Ontario	
Don Bilodeau, DG, HR Business Transformation	
Michelle Laframboise, DG Workforce Development and Wellness Services	
Joseph Silva, Director Labour Relations and Occupational Health and Safety	
Julie Bourbonnais, Senior Labour Relations Advisor	
<b>Labour Representatives</b>	
<b>In attendance</b>	<b>Absent</b>
Todd Panas, UEW-PSAC (National President)	Tony Bourque, ACFO
Daryl Hoelke, UEW-PSAC	Isabelle Pétrin, CAPE
Bill Sukloff, PIPSC (President, National Consultation Team)	Paul Cameron, IBEW
Waheed Khan, PIPSC (Vice-President, National Consultation Team)	
Vivian Gates, ACFO	

**Opening Remarks**

The Deputy Minister (DM) welcomed everyone in attendance and was looking forward to having a productive and constructive meeting that would focus on issues affecting EC employees. He officially congratulated Mike Beale for his permanent appointment to the position of ADM, Environmental Stewardship Branch and introduced Joseph Silva, Director of Labour Relations and Occupational Health and Safety. The Deputy took this opportunity to brief everyone on the new Minister of the Environment, Leona Aglukkaq. He indicated that the Minister is very supportive of the department and that she comes with a passion and knowledge of the North, has a very broad portfolio, including her role as the current Chair of the Arctic Council. The DM continued by providing a summary of the department's progress on the key initiatives from the Speech from the Throne such as the National Consultation Plan, the project on the Greenhouse Gas Emissions Reductions, Air Quality as well as outlining how EC engaged employees on Blueprint 2020 and his commitment in regards to the implementation of the new Performance Management Directive.

PIPSC requested a budget update with respect to the current fiscal year as well as for FY 14/15. The DM indicated that the Department might be lapsing funds due to current frictions in the system and management's diligence in not exceeding their

budget allocations while planning for known funding reductions next fiscal year. Thus, the department will focus on managing the Budget 2012 reductions, mitigate any lapsing issue by issuing budgets early and meeting budget 2014/2015 expectations.

### **Review of Agenda Items and Approval**

The agenda was approved.

### **Review of Previous Minutes**

*All action items from the meeting on May 28, 2013, were reviewed and completed.*

The minutes were approved.

## **Communication and Engagement**

### **Blueprint 2020**

A copy of the presentation was provided to all members. The Associate DM provided a government wide overview, reminding everyone that this was a Clerk led initiative endorsed by the Prime Minister and that larger public consultation was undertaken. She also referred to the interim reports which are available on the EC website and encouraged the unions to view them. The Associate Deputy Minister continued by presenting an update of the Blueprint 2020 initiative at EC and discussion followed.

PIPSC requested more information on the short and medium term plans for this initiative. The Associate DM indicated that the February report would provide more concrete information regarding the actions planned to address these issues. She stated that a committee was created for this initiative and that each branch is represented.

Although UEW offered their kudos to the initiative, they expressed disappointment with regard to the low EC engagement rates and asked that the department strive for a better participation from its employees. They also raised concerns regarding the unions' participation in this initiative and the department's capacity to assess the success of Blueprint 2020. UEW stressed the importance of having a respectful workplace which encourages employees to share their opinions.

The DM informed the committee that the ideas and actions provided as part of this initiative were Public Service wide and that those would trickle down to each department, emphasizing that implementation will be different for each department as each has a unique role/mandate as well as organizational requirements. The DM indicated that measures will be used, such as surveys, to assess employee level of satisfaction with this initiative and that, depending on the issue, some actions may be short term and others may require more of a long term approach. The DM concluded that the expected departmental outcome is for greater satisfaction in the workplace, to be able to attract and retain good people in the Public Service and that the quality and relevance of advice we provide to Canadians meet their expectations. He recognizes that there may be some cynicism but he is optimistic given that the people who have participated are very engaged and he hopes for an increased level of participation from other employees going forward.

UEW thanked the DM for his honesty and optimism and indicated that they too look forward to the success of BP 2020, but reiterated that there was still a lot of work to be done. UEW stated that the department should engage unions as they can assist the Department in communicating BP 2020 with their members.

DM agreed to communicate the union's offer of assistance to the BP 2020 Champion, Chris Forbes.

PIPSC also raised concerns regarding the lack of TB consultation with the bargaining agents. DM acknowledged the unions' concerns. The ADM, Environmental Stewardship shared the outcome of consultation amongst management, unions and employees regarding this initiative demonstrating that internal consultation is taking place. The DM indicated that employees would continue being informed on the progress of BP2020 as the initiative moves forward.

### **Media Relations**

PIPSC requested further discussion on the Departmental image within the scientific Community and the Canadian Public.

PIPSC referred to a recent survey that was commissioned (titled the "Big Chill" Report) which included findings related to communicating the work of scientists to Canadians.

Although PIPSC recognizes the need to streamline communications with the public, it is their perspective that bureaucracy and timelines associated with the communication process has discouraged the media from reaching out to scientists for news and updates. They also have concerns as to the mediums/forums available to scientists to communicate with the public, such as webinars, which in their view may not be conducive to dialogue.

The DM stated that the Minister is very supportive of the department's wish to communicate our science.

The DM recognized the necessity for more interaction between managers and employee scientists. He reiterated the increase in scientific interviews to the media and indicated that the department would be looking into the issue.

The A/ADM, S & T provided an update on the progress made regarding this issue in the S & T Branch, in particular: regular meetings between the ADM and scientists, the creation of an S & T Executive committee including members of management and employee scientists, extensive consultation with scientists between December 2012 and March 2013 (including Face-to-Face meetings) and raising early signals for publications that will likely attract media attention. This last initiative resulted in positive feedback from journalists during a media panel.

The A/DG, Communications added that there are mechanisms in place to inform scientists of media relations processes and that both management and Communications are working closely together to ensure that news is delivered in an efficient and strategic manner. PIPSC recommended that a working group comprising scientists and media advisors should be formed so as to find an optimum approach which rebuilds credibility with the media and scientists can play a useful role in keeping Canadians informed on science in the Department.

Finally, the A/DG Communications reinforced the on-going commitment of the Government to Open Science that will change how we publish and release data.

**ACTION: The ADM S & T and the A/DG, Communications to find mechanisms to continue dialogue to address this issue.**

#### **PSES 2011 Action Plan Update**

PIPSC requested a detailed discussion on the PSES 2011 Action Plan.

Although PIPSC recognized that information had been provided on the PSES 2011 Action Plan at the last HRLMCC meeting in October, they wanted to discuss 4 specific aspects of the plan in more detail:

**-Implementation Rate of Performance Evaluations (p.11 of plan):** PIPSC had concerns regarding the low completion rate of learning plans (65%). PIPSC raised concerns regarding cases where management are paying for the course, but not the travel costs. The ADM, HRB reassured the union that management are respecting the collective agreements and the travel directive when approving travel for learning, however if they are aware of the contrary, to bring specific cases to the attention of the HRB.

**-Offering of ICMS sessions (p.18 of plan):** PIPSC had concerns regarding the decrease in number of the ICMS sessions for 2013-2014. The DG, Workforce Development and Wellness Services indicated that within the last few years there has been an increased focus on the delivery of OCM training. The decrease in numbers of ICMS sessions is therefore due to the lack of participation or cancellations rather than availability of training.

**-“Suggestion Box” for employees (p.19-20 of plan):** PIPSC had concerns with regard to the visibility and understanding of the Suggestion Box by employees. The DG, HR Business Transformation indicated that the BP 2020 could help in determining if the mechanism used to gather the information is still applicable. The DM recognized the importance of asking

employees for their suggestions and that the efficiency of this mechanism be re-assessed in terms of its relevance or if it requires changes. UEW raised concerns regarding the action taken to date and that focus should be on results and not simply stating that there has been progress.

**-Sharing of information (p. 34 of plan):** PIPSC appreciated recent outreach by the DM and Associate DM but raised concerns with respect to the extent that Director Generals, Directors and Managers share information with their staff on an ongoing basis. There were some good practices such as the sharing of Branch priorities with staff by ADM HRB and CSB, which might be worth consideration by other branches and at lower levels. They indicated that there should be an improvement in the manner the department measures engagement. The DM stressed the importance of communication and dialogue between managers and employees so that employees feel comfortable asking questions and sharing information with their managers.

### **LMCC Framework Review Update**

The Director of Labour Relations and Occupational Health and Safety informed ECLMCC that a sub-committee comprising management and unions' representatives had been created to review the framework and that the update on the first meeting, which took place on December 2<sup>nd</sup>, would be provided by co-chairs; Todd Panas, UEW President, and Mike Goffin, RDG Ontario.

UEW informed ECLMCC that the members of the sub-committee were able to review the framework last updated in 2011 and that they also discussed changes to the LMCC governance structure (local/regional/national). The sub-committee proposed the reduction in the number of LMCC meetings, better agenda management, an annual review of LMCC effectiveness and a possible amalgamation of certain regional and local LMCCs for certain areas due to the new departmental structure. UEW noted that this new approach would require input from local stewards but was deemed as a possible avenue to gain efficiencies within the current structure.

The RDG, Ontario reiterated that, depending on location one could look at combining regional and local or even in certain locations, consider the amalgamation of locals however he emphasized that it should not be a "one size fits all" approach. Further, he mentioned that there were discussions to reduce the number of meetings from three to two times a year. He indicated that if ECLMCC endorsed the approach the sub-committee would proceed with a further exploration of the recommendations made and will discuss the development of a pilot before recommending departmental implementation. The ADM HRB stated that it will be imperative to document final decisions with respect to changes to the LMCC framework.

Finally, the Director, Labour Relations and Occupational Health and Safety added that the sub-committee also discussed the creation of a Labour Management Learning Forum that would focus on employee wellness issues. During the sub-committee meeting, it was suggested that "Creating a Respectful Workplace" could be an item for the first forum. Furthermore, the committee proposed that the frequency of this event would be once every two to three years and that the cost would be shared between the unions and management.

The DM congratulated the sub-committee on the work accomplished during its first meeting.

## **Business Transformation**

### **Transformation in the Enabling Functions in the Public Service**

The ADMs HRB, Corporate Services and Finance and the A/DG of Communications provided an overview on how change will be managed in the Enabling Functions in the Public Service. The ADM, Corporate Services described the working environment of the future including the consolidation of services, the use of single government human resources and financial resources systems, a single Government of Canada website and the workplace 2.0 setting. The ADM, Finance provided an update on the migration of the financial system Oracle to SAP and the improvements to the Expenditure Management System (EMS). She indicated that regular updates would be provided to employees e.g. ecolab site for employees and messages from DM. The DG of Communications provided an update on the communication strategies linked to these initiatives. The DM added that there will be a strong focus on centralization and that to the extent possible, the Department will sequence implementation over time where it has control to do so. EC will ensure that a communication

strategy is in place so that employees are kept informed of process and changes. PIPSC mentioned the importance of engaging unions on an ongoing basis regarding these changes and the DM agreed.

### **Performance Management update**

The DG, Workplace Development and Wellness Services provided an update on the Performance Management initiative with a focus on training and tools. She reiterated that a commitment had been made at the last HRLMCC to meet with the unions every two months to provide an update on this initiative and that the first meeting would be scheduled in the new year.

PIPSC brought forward the importance of employee training and involving the unions at the onset of the process/initiative. Further PIPSC stated their concern with respect to the lack of Performance Management Training for union members and the fact that they wish to be consulted on how to establish review panels to ensure fairness and consistency.

### **Departmental Harassment Complaint Process**

UEW raised concerns regarding the possibility of removing third party investigators in harassment investigations. The DG, Workplace Development and Wellness Services confirmed that there have been no changes to EC's current process. She stated that although there is no requirement to have third party investigators in all cases, EC does use them in most cases where an investigation is required.

The DM acknowledged the importance of having a respectful workplace and that this is what is being promoted in communication to employees as well as being an issue that will be addressed through the performance management initiative.

### **Respectful Workplace Follow-up**

This item was discussed at the LMCC review framework sub-committee meeting that took place on December 2<sup>nd</sup>, 2013. Although the Respectful workplace issue was to be discussed at the first Labour Management Learning Forum scheduled to take place in the fall of 2014, UEW requested that the issue be discussed sooner than the fall time frame. The DM committed to having a meeting on the respectful workplace before the fall. He indicated that management would require time to come up with appropriate mechanism/forum to address the issue.

**ACTION: Management to create a Labour Management Working Group to discuss the development of strategies for the promotion of a respectful workplace.**

### **Update on Employment Equity**

The departmental Employment Equity (EE) champion, ADM Finance, provided an up-date regarding EE representation. The EE unit is currently preparing an analysis that takes into consideration retirements and WFA impacts. Recommendations from this analysis will provide a reasonable basis to take corrective action and to elaborate initiatives for the updated EE plan 2014-2019. The EE Champion also added that the unions would be consulted on the new EE plan.

### **Strategic Approach to ECLMCC**

Following the DM's request for a more strategic approach for the ECLMCC, the agenda was amended to have all items grouped under three recurring themes: Communication and Engagement, Business Transformation, and Workforce Development and Effectiveness. The input from unions (PIPSC and UEW) had been sought prior to this meeting. The unions responded favourably to the new agenda. PIPSC also added that in the interest of having an agenda that is strategic and national in scope, the number of items should be limited, to allow sufficient time to address all issues during the meeting. The DM acknowledged that the new format allowed for more dialogue.

### **Round Table**

No additional items brought forward during round table.

### **Closing Remarks**

The DM thanked everyone for their participation at the meeting. The meeting was adjourned at 5:05pm.

## Minutes from ECLMCC Meeting on December 12th, 2013

Drafted by: Julie Bourbonnais

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