

**Union-Management Consultation Meeting
June 22, 2010 from 10:00 am - 12:00 pm**

Attendance:

David Bevan, Christine Loth, Micheline Leduc, Dianne Green, Andrea Chase, Jim McMillan, Rod McDonald, William Pynn, Paula Dignan, Patrice Leblanc, Pierre Lemieux, Kathryn Swedlo (on the phone) and Ronald Thériault

PIPSC representatives: Jim McMillan and Rod McDonald

UEW representatives: William Pynn and Paula Dignan

CAPE representative: Luc Gervais (was absent)

Agenda Item 1 - Opening Remarks by Mr. Bevan:

- General comments on the new reorganisation
 - The recently announced departmental reorganization marks the beginning of an important transformation for Fisheries and Oceans Canada. These changes are a major step in achieving Department's continued vision of excellence in client service.
 - Although the structural changes have taken place in the NCR, regions play an important role in delivering the programs within this new Sector. It will be important for everyone to work together to achieve a common set of objectives throughout this period of transition. Our focus will be to address the impact of the reorganization on the regions and realigning where appropriate by the end of December 2010.
 - The Ecosystems and Fisheries Management (EFM) sector integrates the operational programs in the department including aboriginal, C&P, Resource Management, Small Craft Harbours (SCH), Habitat and Species at Risk (SAR) . It will also be important to build strong relationships between this new operational sector and the DFO Policy sector
 - New governance structures have been put in place to support this new sector.
 - The ADMs of EFM and Policy Sector have organized a National Roadshow to regions to discuss with staff and managers the program priorities and agenda going forward. The EFM DG of IBM will also be present to discuss achievements and next steps related to the HR Strategy (including the National Organizational Structure, the National Model Work Descriptions and the CO Career Progression Program, which includes the CO Competency Framework).

- C&P has good effort tracking systems in place and the new EFM sector may wish to see if their best-practices can be implemented with Habitat work.
- General comments on EFM HR Strategy
 - EFM has made real progress since the HR Strategy was launched. There is a need to develop national standardized organizational structures and model work descriptions in order to achieve staffing efficiency. In the Fishery Officer workforce alone, 28% are eligible for retirement. EFM cannot afford delays in the staffing process, and the use of generic work descriptions creates efficiency in the hiring process.

Question from PIPSC: *How will the reorganization and budget constraints affect the FAM HR Strategy?*

- **Answer:** EFM is currently revisiting aspects of the HR Strategy to address new requirements arising from the reorganization and the current fiscal environment. This includes the integration of NMWDs for Habitat (Biologists) and Small Craft Harbours (SCH) and revising the proposed Career Progression Program (CPP) as required. EFM is also focusing on succession planning to address issues such as the 59 fisheries officers who are now eligible for retirement.

Question from UEW: *What impact will this reorganisation have on C&P employees?*

- **Answer:** EFM needs to look at collective approaches to service delivery. There are currently inconsistencies in the responsibilities of C&P and habitat staff. In some cases habitat staff are issuing orders, when this should be the role of C&P officers. There is also the question of distribution of C&P officers. In B.C., new recruits are placed in isolated areas as a way to alleviate the recruiting challenges in these areas. There is currently a study underway in C&P which is looking at the appropriate national distribution of C&P officers. EFM will keep unions informed as it gain a better understanding of attrition and the scope of the problem with the C&P officers.

Agenda Item 2 - Small Craft Harbour (SCH) Functional Review

- As of May 3rd, SCH is part of the new Ecosystems and Fisheries Management sector.
- SCH continues to move ahead with the implementation of the results of its Functional Review of the Program (endorsed by DMC in May 2008) along the lines discussed with representatives of PSAC and PIPSC in January 2009. In total, SCH's FTE complement, once fully staffed, will represent 167 FTEs.
- The regional standardized organizational structure which was approved in January 2009 is comprised of three streams: client services, corporate support and engineering. Each stream is to be headed by a regional manager at an EX minus 1 level.

- The NMWD for the regional manager position, client services, has been submitted to classification (proposed PM-5). Awaiting classification decision from OCCOE.
- Classification of the NMWD for the regional manager position, corporate support, is almost complete with results from OCCOE expected in early July.
- Classification of the NMWD for the regional engineer position will be undertaken as soon as OCCOE resources permit.
- Classification of subordinate positions will be undertaken during 2010/11.
- Functional committees (one for each functional stream) are in place and are used as staff sounding boards and NMWDs review groups.
- In addition to SCH's regular FTES, SCH has received an additional 24 FTEs in term resources (mostly PMs, ENGs and EGs) to implement the Divestiture and Economic Action Plan initiatives. The Divestiture initiative ends on March 31, 2012 while the Economic Action Plan initiative ends on March 31, 2011.
- Staffing actions will continue to use existing Work Descriptions under the engineering stream (ENG and EG) while the review of the NMWDs is underway.

Question from UEW: *What process is in place for the remaining positions e.g. AS etc.?*

- **Answer:** EFM intends to review MWDs for AS and other non managerial positions, after it complete the models for ENG. Staff are kept regularly apprised of general developments regarding staffing and classification. Management is working closely with staff to ensure a smooth workplace transition. There will be the possibility of career development for employees in all occupational categories.

Question from UEW: *What is the process for developing, consulting, and achieving WDs? It is important to have consistency from one NMWD to another.*

- **Answer:** Employees at all levels have been very engaged in the consultative process and information and consultation meetings have taken place. EFM must follow classification standards when creating MWDs and consistency is one of the standards required by the HR specialists.

Comment from UEW:

- It is important to share the MWDs with the union representatives before finalizing them.

Agenda Item 3. - NMWDs

CO models in the NCR have been implemented (CO-1, CO-2 and CO-3)

CO models in RHQ have been classified

- The following models were released for implementation on April 23: NMWD 1032, CO-03 Regional Manager, FAM; NMWD 1033, CO-02 Regional Senior FAM Officer; and, NMWD 1034, CO-01 Regional FAM Officer.
- A memo from the ADM has been sent to Regions informing them that the OCCOE has completed the classification review of the above mentioned national models applicable to all regions and providing implementation instructions.

Transition

- Transition principles and tools were developed in consultation with Regional Directors and NCR Director Generals from the former FAM sector. Natural attrition and deployment would be the preferred staffing options for impacted employees. Advertised/ Non-advertised processes will be considered if natural attrition or deployment is not possible.
- It was agreed that the timeframe for transition to the new structure would be 3 years and challenging staffing situations would be looked at on a case-by-case basis while ensuring national consistency in approach. An impact analysis will be completed through an Employee Transition Template to identify all human resources impacts on the organization when transitioning from the current to the new structure.
- In the preliminary analysis of linking plans to the CO models, approximately 35 challenging cases have been identified for implementation of the RHQ models. These are situations where the employees' classification group is changing (e.g. a change from BI to CO).

Comment from UEW:

- It will be important to consult with unions on these transition principles and tools.

Action item:

- Sector management concurs with this request from UEW. Transition Principles will be sent to the unions.

Areas CO models have been drafted but further discussion is required before finalizing.

Licensing models

- Licensing model work descriptions have been completed.
- Six core work descriptions were sent to OCCOE and there are some variant models in development for the Quebec and the C&A regions
- A national consultation on these models took place from October 21- December 18, 2009 with RDs, ADs and incumbents (English and French conference-calls) from each region. Many discussions have taken place at the regular HR Sub-Committee conference-calls.

Question from UEW: *What is the effective date for these models (licensing)?*

• **Answer:** The classification committee decision date has been proposed as the effective date for these models although discussions are ongoing. This approach is consistent with the approach used for other models (CO) classified in the last year.

Comment from UEW and PIPSC:

- The effective date should be chosen based on when an employee starts performing the duties described in the work description.

Biologists-Habitat Models

- NHQ began the process of reviewing and updating the National Model Work Descriptions for Biologists in the Habitat Management Program in April 2009.
- Regional Managers in the Habitat Management Program completed discussions with staff to review the final draft of the National Model Work descriptions in April 2010.
- NHQ is reviewing these final comments to determine if any further amendments are required. These consultations are to be completed by July 15, 2010.
- Once the consultations are completed, the Organization and Classification Centre of Expertise (OCCOE) will be asked to complete the classification process to allow the models to be used as a National Model.
- The linking of positions to the new National Model will follow.

Question from PIPSC and UEW: *Has feedback from employees been incorporated into these models?*

Answer: Yes, feedback was incorporated and copies will be provided to all before finalizing the models (possibly in July). There are some issues in the Pacific region regarding the dispatching of monitoring duties that also need to be addressed.

Fishery Officers GT2-3-4-5 NMWDs

- Extensive consultation was done. In March 2009, a focus group representing general technician (GT) officers and management met to review and revise GT-2-3-4-5 NMWD (drafted by Benoit Lavoie, consultant). A new mandatory short format work description (WD), introduced by the *Canada Public Service Agency*, had to be used and the main challenge for the focus group was to consolidate 20-30 pages of information into 4-6 pages WD format while ensuring that all main duties were covered.
- Over a two day session, the focus group members proposed several changes to the initial drafts prepared by the consultant. The draft NMWDs were then reviewed and approved as is by the Regional Directors of Conservation and Protection (C&P).

- In July 2009 management provided an opportunity to all GT-2-3-4-5 incumbents to review their proposed WD and to provide comments. The Union of Environment Workers (UEW) was also provided with these copies.
- Comments from incumbents were received from three regions (Pacific, Maritimes and Quebec). The comments were reviewed by Benoit Lavoie and the management team. Most of the proposed changes were included in the final drafts. The focus group specifically asked management to provide a copy of the fishery officer code of conduct with the package so that the classification officer can be made aware of its content.
- The proposed effective date for the revised models is April 1st, 2009.

Action item:

It was agreed that MWDs would be sent to Unions for their review/comment subsequent to the meeting and in the future as new models are developed.

Agenda Item 4 – Career Progression Program (CPP)

- CPP: The program design will be completed this summer. Consultations on the curriculum have taken place with Canadian School of Public Service, FAM managers and staff in regions and the NCR and a workplan for development of the curriculum is being established.
- A CO Competency Framework has been developed and practical workshops to launch the CO framework are being organized.

Question from PIPSC: *What are the mechanisms behind the selection of employees who will participate in the CPP?*

- **Answer:** Anyone can apply for the program. Each application will be assessed by a selection board against the SOMC for entry to the program.

Question from UEW: *What about competency frameworks for occupational groups other than CO ?*

- **Answer:** A competency framework was developed by EFM for the EC group and the policy sector has now taken over responsibility for the framework. EFM will participate in initiatives in other parts of the department to develop frameworks for other occupational groups

Action item:

- EFM Classification Priority List will be sent to the unions.
- CO Competency Framework will be sent to the unions.

Agenda Item 5 - Roundtable

- Unions raised the concern that the OCCOE is under-resourced. Management responded that while it is true that classification decisions have been slow, the EFM sector has provided financial support for OCCOE to hire new resources. As a result, there has been better progress in addressing the classification backlog.
- Minutes of the current UMC will be shared as usual with the Unions and participants for their review
- The process for travel approval is creating problems (i.e. late approvals for staff). Sector management agrees and has indicated that EFM is looking for a solution to this problem.

Final - September 15, 2010