

Ecosystems and Fisheries Management (EFM) Union Management Consultation Committee (UMCC)

1:30 – 3:50 pm, May 17, 2011

Attendance:

David Balfour – Senior ADM EFM

Jaime Caceres – DG Integrated Business Management (IBM)

Micheline Leduc – DG Small Craft Harbours (SCH)

Paul Steele – DG in Conservation & Protection (C&P) (replacing Trevor Swerdfager)

David Millette – DG Aboriginal Programs and Governance (APG)

Richard Côté – APG Special Projects

Patrick Vincent – A/DG Resource Management (RM)

Richard Vermette – Director ITSQA in Ecosystems Management (EM) (replacing Steve Burgess)

Ryan Ziegler – Team Leader Integrated Planning & Reporting (IPR), IBM

Ronald Thériault – Lead Strategic HR Planning Analyst, IPR, IBM

Mélanie Thibault – Strategic HR Planning Analyst, IPR, IBM

Marie-Christine Demers – DFO Labour Relations

Kathryn Swedlo – DFO Organization & Classification Centre of Expertise (OCCOE) – by phone

Jim McMillan – PIPSC

Rod McDonald – PIPSC

Daryl Hoelke – UEW

Luc Paquette – UEW

(Absence: Luc Gervais – CAPE)

Agenda Item 1 - Opening Remarks (David Balfour):

- David Balfour introduced himself as new EFM Senior ADM and welcomed the participants.
- A recommendation was made to start the meeting with a review of the action items from the last meeting. This review was done by Ryan Ziegler. Of key interest:
 - Paul Steele discussed succession planning for Fishery Officers – Unions will be informed of any progress.
 - Kathryn Swedlo highlighted that some administrative model work descriptions were developed by the Pacific region and are now available to be adapted as national models if needed.
 - Jim McMillan indicated that there are still some employees experiencing frustration with the EMT travel tool. He suggested that support options for staff be made available to them when they find themselves in a struggle to complete a task (e.g.: 1-800 call-in #).

Action 1: Identify who is responsible for the Expenditure Management Tool (EMT), their future training schedule, and other tools to support the employees.
--

Agenda Item 2 – EFM Strategic Framework (Jaime Caceres)

- EFM has developed a new Strategic Framework which includes a new vision/values, mandate, and governance that will guide the transformation of the Sector.
- The Framework will help define what kind of Sector EFM would like to be in the future, or its "desired future state". It will also help the Sector define the way it conducts business, how it will establish relationships with our clients and stakeholders and how decisions are made to make our organization successful.
- Most importantly, from a HR perspective, the Framework will enable the Sector to mobilize the individually talented and skilled people within this newly-formed organization to work together as a team towards a commonly understood and agreed upon future state.
- In order to help staff in the new Sector to embrace the reorganization and work towards a "desired future state" and support the Department-wide journey towards service excellence, we need to have a collectively developed Sector vision and mandate (along with other elements of the Strategic Framework such as governance and values).
- In order to ensure that the Framework reflects the diversity of programs within EFM, we carried out broad-based consultations with staff and executives at all levels in all regions.
- The culmination of this work was a discussion amongst Sector Executives at the EFM Engagement Conference on March 31, 2011 in Montreal. The goal of that Conference was to begin to outline a plan of action to incorporate this new vision and mandate into everything that we do.
- Consultation session participants agreed on guiding principles as they relate to the use of the Framework. It is strongly felt by Sector staff that the Framework should be integrated into all Sector activities so as to truly guide our work.
- The Framework is still being refined but it is anticipated that the Strategic Framework will be finalized and approved by Senior Management by fall 2011.

<p>Action 2: Share the EFM Strategic Framework with the Unions as soon as it is ready for circulation.</p>
--

- Following this, EFM will begin to fully incorporate this Framework into the priority-setting and business planning processes for 2012/13 and onwards along with ensuring that the Framework is communicated to Sector staff nationally.

Question from PIPSC: *Is it commonly known within the sector that you have undertaken this exercise?*

- **Answer:** Yes, there was a message from the ADM inviting all the employees to participate in the consultation sessions. The response from employees was really good, particularly from the regional staff. To date we have consulted over 200 employees (10% of the total - mostly EFM staff, EX and non-EX with some from other Sectors).

Comment from UEW: *UEW made a comment with respect to how the Department now seems to be justifying all the changes initiated by trying to fit the Strategic Framework to the changes when in fact the Framework should have been the leading concept for the change.*

- **Response from the ADM:** The Framework is not a structural change, it is in fact an extension of the many changes that have already taken place at the departmental level (governance, business priorities, service orientation etc.). The Framework is designed to extrapolate what these changes mean for the Sector. We have developed the Program Activity Architecture (PAA) and we believe that the Framework will be useful in guiding the Sector over the long term and will be a tool that will help us to pull together all the other tools that we have developed. We will continue to engage our employees in this process.

Agenda Item 3 – Overview of EFM HR Strategies (Jaime Caceres)

- In the next portion of the agenda we would like to discuss the various Human Resources-related files that we are pursuing as a sector.
- The new Human Resources and Business Plan will, for the first time, outline an integrated plan for the new EFM Sector that builds upon what has been created at the PA level.
- We will also examine progress made on classification issues as they relate to Licensing models, the SCH Functional Review as well as work descriptions for Fisheries Officers.
- We will also discuss briefly The Code of Conduct for Fisheries Officers and how it relates to the Departmental Values and Ethics Code that has yet to be released.
- Much work has also been done in the area of competencies since the previous UMC meeting last year and we will discuss this work in detail.

Comment from PIPSC: *It is not always easy to understand and explain to our members the difference between work descriptions, competency frameworks and the concept of a Career Progression Program*

Comment from the management: Management agrees that it is not always easy and this is why we undertake such tasks as delivering workshops on the CO Competency Framework that help the employees understand the tool that has been created.

In brief, the difference between work descriptions and a competency framework is that work descriptions explain “what” employees do whereas the framework explains “how” they do their work.

It was confirmed as well that the CPP was developed in accordance with the PDAP guidelines from TBS.

Action 3: Organize a conference call between PIPSC members and IBM staff to provide information on the various HR tools that are available (i.e. Model Work Descriptions, different competency frameworks as well as Career Progression Programs, etc).

Agenda Item 3.1 -New Human Resources & Business Plan 2011-2012

- The new 2011-12 Human Resources and Business Plan is currently being developed for the EFM sector, providing greater sectoral detail compared to the requirements requested by DFO Corporate Planning and Reporting does not require this document.
 - The plan no longer spans a 3-year planning horizon; it is an annual plan.
 - The plan reflects the new EFM organization, its 8 Program Activities and how they fit within the departmental Program Activity Architecture / Strategic Outcomes.
 - The new EFM Strategic Framework that contains the Sector Vision and Mandate is included in the Plan.
- The Plan is currently being drafted. From March to May 2011, a preliminary draft was circulated internally to Planning Network members and HR sub-committee members for commentary.
- Once approved, the Plan will be circulated across the Sector and posted on the DFO intranet.

Agenda Item 3.2 – Licensing NMWDs update (Patrick Vincent)

- The development of National Model Work Descriptions (NMWDs) for licensing positions was initiated in order to address a number of grievances related to national relativity of these positions.
- 6 National Model Work Descriptions were developed and submitted to the Organization and Classification Centre of Expertise (OCCOE) in May 2010 based on a previously approved national organizational structure. These NMWDs cover all regional licensing positions, except those identified as requiring variants due to unique regional differences. These variants are currently under development and have yet to be submitted to OCCOE.
- The models were developed through extensive consultation that began in July 2009 with regional management and licensing staff. The models were also provided to unions and discussed at a sector Union Management Consultation meeting on June 22, 2010.
- In November 2010, OCCOE released the classification decisions for the 6 models:
 - Changes to titles and key activities in the models were proposed
 - The changes were suggested to clarify key activities and avoid duplication of information with the contents of the rest of the work description
 - OCCOE has identified a prescribed organizational structure and minimum supervision requirements for application of these models
 - The effective date for these models is October 14th, 2010, the date of the classification committee decision. This approach is consistent with the date used for other models in the sector (i.e. COs) and given that these models reflect changes to the existing program delivery model, a retroactive date could not be considered.

- A call with the national union representative of the Public Service Alliance of Canada was held on January 5, 2011 to communicate the official results of the classification decision.
 - Regional Directors held briefings the week of January 10, 2011 with employees and regional union representatives to communicate the official results. Questions and answers were developed to assist with these briefings.
 - At the end of January 2011- the Organization and Classification Centre of Expertise released the Classification Rationales for the 6 models that were classified. These Rationales were distributed to management and licensing staff.
 - A videoconference was held on February 11, 2011 with Regional and Area Directors during which the Organization and Classification Centre of Expertise explained the classification decisions for each of the 6 classified models.
 - A similar teleconference/videoconference was held in March 2011 with licensing staff to provide the same opportunity to Regional and Area licensing employees to hear the explanations from Organization and Classification Centre of Expertise, and also have the opportunity to ask questions.
 - There has been a negative reaction from some regional union representatives and licensing staff to which can mainly be attributed to the Licensing Officer position that was classified as a CR-05 vs a PM-01 group and level .
- After careful consideration and review of the classification rationale. Management has decided to challenge OCCOE's classification decision of NMWD 1199 – Licensing Officer- by way of the Dispute Resolution process. Regional management is diligently working to finalize the written rationale that will be submitted through the proper channels as outlined above. We hope to submit the request in the coming weeks.

Question from UEW: *Are the duties accurate? Do employees have to carry out duties that are not in their job descriptions?*

Answer from the management: Group allocation (PM versus CR) for Licensing Officers is what is being disputed and not the content of the job description. Duties are clear but it is the process of the review that is the basis of the argument for the dispute resolution. Before the classification process, on a national basis Licensing Officer positions were split half-and-half between the CR and PM groups. A generic work description is adequate for this position even if there are minor differences at the operational level from one region to another. The process for the dispute resolution could be time-consuming, especially if there is a need for another classification review.

Action 4: Communicate the decision arising from the dispute resolution process for the Licensing Officer positions to all employees nationally as well as UEW national and regional Union representatives.

Agenda Item 3.3 – SCH Functional Review (Micheline Leduc)

- SCH continues to move ahead with the implementation of its organizational structure in line with the results of the Functional Review of the SCH Program that was undertaken a few years ago.
- The regional standardized organizational structure is comprised of three streams: Client Services, Program Planning and Coordination, and Engineering. Each stream is to be headed by a regional manager.
- To date, two Regional Manager positions have been classified i.e. the Regional Manager, Client Services and the Regional Manager, Program Planning and Coordination.
- With respect to the third stream (Engineering), model work descriptions have been developed for the majority of the stream with the exception of an outstanding EG-05 work description. Upon completion of the EG-05 work description, the entire stream of ENG/EG models (ENG-05, 04, 03 and EG-06, 05, 04) will be submitted to OCCOE for classification. The initial draft work descriptions for the ENGs and EGs have been provided to Unions and comments from PIPSC have been received. SCH is now reviewing these comments and modified work descriptions will be re-sent to PIPSC.
- The next phase of work will focus on classification of the subordinate positions within the two other streams. As work descriptions are developed, they will be sent to Unions and subsequently to OCCOE for classification over the course of this fiscal year.
- Functional committees (one for each functional stream) are in place and are used as staff sounding boards and to review model work descriptions as they are developed.
- SCH received additional FTEs (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 (EAP) initiative ended on March 31, 2011.
- More recently, the SCH Program received four FTEs to respond to the Storm Damage initiative. These FTEs were provided for a two year timeframe which ends on March 31, 2013. As such, sunseting FTEs (mainly EGs) from the Economic Action Plan initiative will be redirected towards the Storm Damage initiative.

Question from PIPSC: *Do you expect that some employees will change from one group allocation to another following the classification review?*

Response from management: In the Client Services stream, there is always the possibility of moving to another group such as the CO group. This would make us more consistent with other areas of EFM and would also give our employees a chance to participate in the Career Progression Program.

Action 5: Address comments received from PIPSC regarding the ENG and EG work descriptions and provide PIPSC with revised work descriptions.

Agenda Item 3.4 - CO Competency Framework Workshops (presented by Ryan Ziegler)

- The CO Competency Framework was officially launched in July 2010. It is a valuable tool for employees and managers to evaluate their competencies and understand which areas they need to develop in order to achieve their career goals.
- Workshops began in September 2010 and as of now, workshops have been completed in Ottawa, Halifax (Maritimes), Vancouver (Pacific), Quebec City and Winnipeg (C&A).
 - A total of 107 employees have participated in the workshops in these regions.
- Plans are currently underway to consult with the Gulf and Newfoundland regions by videoconference (the regions requested videoconference rather than face-to-face).
- Employee Support Tools are currently being developed and they are expected to be ready for circulation by the end of June 2011.

Question from PIPSC: *Have you received any feedback from the participants at these workshops?*

Answer: Yes, in general feedback is positive. Workshop evaluations were filled out by the participants. Some employees told us that the workshop should be longer to give more time to work on case studies.

Action 6: Investigate the potential of creating a self-assessment tool for the CO Competency Framework available on the Intranet.

Agenda Item 3.5 – New EFM BI Competency Framework

- IBM/IPR was tasked with the role of adapting the CO Competency Framework for the Biologist occupational classification (BI) to meet the evolving needs of the Sector.
- The BI Competency Framework will reflect the skills, abilities, personal attributes and knowledge/technical based competencies that staff in BI positions (at each level, across EFM), need to demonstrate in order to successfully perform in EFM positions and to help the Sector meet the challenges of today and tomorrow.
- The consultation process began in November 2010 and involved meetings with senior staff to discuss the evolving nature of work that BIs undertake in EFM as well as several sessions with both employees and managers.
 - In addition to direct consultation, many employees have sent comments by email.
 - Additional consultation sessions were requested by the Pacific region and were completed on April 21 and 26
- EFM has met with Oceans & Science sector to explore the possibility of collaborating to create one BI Competency Framework for all of DFO rather than two separate ones.

Question from PIPSC: *What is the link between this BI Framework and the BI NMWDs? What is the timeline for the delivery of NMWDs for the biologists?*

Response: NMWDs drafts are ready but the OCCOE asked us to work first to establish uniform National and Regional Organizational Structures. Draft NMWDs were one of the documents used in the creation of the BI Framework. This framework is created for BI-01 to BI-05.

Question from PIPSC: *It seems there is an equity issue between NCR and the regions for the same BI positions? Positions are classified differently between the NCR and the Regions. The positions that appear to be at the same level on an organizational chart are linked to a higher level NMWD in the HQ office.*

Response: The classification process is based on quantitative evaluation depending on criterion such as which stakeholders the position deals with, what the supervisory responsibilities are (if any), etc. The more complex the situation the more points are earned and therefore the higher the classification. We have a challenge to better communicate these realities to our employees.

Action 7: Provide an update on the progress of the BI Framework at the next EFM-UMC meeting.

Action 8: Work with the Unions to engage them in the delivery of BI Competency Workshops when the Framework is officially implemented.

Agenda Item 3.6 – Fishery Officer Work Descriptions and Code of Conduct (Paul Steele)

Fishery Officer Generic Job Description

- In February 2011, the OCCOE identified that for all supervisory positions, Management should identify a minimum and a maximum number of employees to be supervised and that several regional inconsistencies identified in the reporting structure should be looked at.
- The Chief, Recruitment and Training has been tasked to review, in consultation with the Regions, the issues identified by the OCCOE and to provide management with recommendations by September 2011.
- Although most issues identified by the OCCOE are not in relation to the GT-2-3-4 NMWD, the latter cannot be dealt with independently of the GT-05, PM-05 and PM-06 positions as they are all interconnected.

Code of Conduct for Fishery Officers

- As part of the development of a ‘Fisheries and Oceans Values and Ethics Code’, a decision was made to integrate the Code of Conduct for Fishery Officers. While the Departmental Values and Ethics Code sets out expectations for all employees, it will also include a specific section that deals with additional expectations of conduct for fishery officers, previously addressed via the Code of Conduct.

Question from UEW: *Was this information communicated or will it be communicated to staff?*

Answer: Management agree that this information as well as the information on the classification process and standards for the NMWDs for BI should be sent on behalf of the ADM or the DGs in charge.

Action 9: Send an update to employees on the classification process and standards for the NMWDs for BIs (Habitat).

Action 10: Send an update to employees on the Fishery Officer classification process.

Roundtable

- Unions raised the concern that the classification process is still too slow. Management responded that following an internal audit, the HR and Corporate Services sector explored different options to improve their response time for the multiple requests they receive and Sectors did in fact contribute funds to this. The DGs will also be involved in responding to this audit.
- Unions raised again the issue of equity between NCR and the regions regarding the classification level for similar positions. Management responded that there is no dogmatic issue here, classification is based on the standard. Even if there are differences, both NCR and regional employees are engaged to better serve Canadians.
- Unions asked to have this UMC meetings on a semi-annual basis and management agrees. Next meeting will be in Fall (if possible 4-6 weeks before the National UMC).
- Unions raised the point that it is difficult to coordinate travel, etc when meeting dates change, so it is best to stick with a date when scheduled and management agrees.

Action 11: Ensure that the minutes of the meeting are sent within a set time frame (approximately one month).

Final – July 14, 2011