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| **NATIONAL LABOUR MANAGEMENT CONSULTATIVE COMMITTEE (NLMCC)****Record of Decisions** **October 4, 2018** |
| **Opening Remarks – Lori MacDonald, Associate Deputy Minister (Associate DM) on behalf of** **Marta Morgan, Deputy Minister (DM) and Employer Co-Chair****Eddy Bourque, National President, Canada Employment Immigration Union (CEIU) and Union Co-Chair**  |
| The Associate DM opened the meeting by welcoming all participants and mentioned that she would be chairing this meeting on behalf of the DM. She mentioned how welcomed she felt by all staff in her first five weeks at IRCC, and commended the department for their strong work ethic. This was followed by a round table introduction and an update on the department since the last NLMCC meeting. Eddy Bourque (CEIU) welcomed everyone to the table and hoped everyone enjoyed their summer. He mentioned that although the agenda appears to have all employer-related items, some of these items have been requested by the union, and some of the items are follow-ups that were requested at the last NLMCC meeting. He raised the fact that documents for this meeting were only sent to him the day prior to this meeting. The Associate DM will ensure going forward that the agenda clearly indicates by whom the item was requested; additionally, every effort will be made to have meeting documents provided in advance of the meeting. The May 8, 2018 Record of Decisions (ROD) was approved.Paul Croes (CEIU) noted that three meetings a year may be convenient, but is not adequate given the increase in activity. The Associate DM indicated concerns on frequency of meetings will be addressed when reviewing the Terms of References as part of this meeting. Eddy Bourque (CEIU) requested a one-page summary on follow-up items from the last NLMCC. |
| **Actions:** * Send one-page summary on follow-up items from the NLMCC of May 8, 2018 to all members.
 | **Deadline:** * All members were sent the one-page summary on follow-up items from NLMCC of May 8, 2018 on October 4, 2018 (following the meeting).
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| **Staffing for Reviews and Interventions and Humanitarian Migration**  | **Dr. Harpreet Kochhar, ADM Operations****Louis Dumas, DG, Domestic Network**  |
| An update was provided by ADM Kochhar and Louis Dumas:* The Domestic Network has increased their funding towards permanent staffing for both Reviews and Interventions (R&I) and Humanitarian Migration (HM). With the proper funding, they will look at hiring more term employees rather than casual employees. There has been an increase in irregular migrants, and as a result, an increase in assessing asylum seekers, which has resulted in a need for more staff.
* Permanent funding for R&I and HM has now been allocated within the Domestic Network budget. The number of permanent staff has increased from 0% to 75% in R&I. R&I has made permanent offers to 35 employees. Along with HR’s assistance, the Domestic Network is planning to offer permanent positions to 76 employees within HM. These staffing actions will result in 85% of total HM staff being indeterminate, an increase of 47% (currently 38% indeterminate). The target date to complete these staffing actions is December 2018. This will have a positive impact on the department and on the future of HM.
* ADM Kochhar indicated that they are always looking for ways to stabilize staffing and to have the maximum number of employees possible in indeterminate positions.

The Associate DM concluded that the department is committed to reducing the number of casual and term employees, and that an HR strategy will be discussed. Eddy Bourque (CEIU) replied that this was great news for employees. |
| **Actions: N/A** | **Deadline: N/A** |
| **Operationalization of IRCC’s Multi-Year Levels Plan (MYLP)** | **Dr. Harpreet Kochhar, ADM Operations** **Valery Brennan on behalf of Brent McRoberts, DG, Operational Planning and Performance**  |
| A summary was presented by ADM Kochhar with Valery Brennan:* In March 2018, IRCC received approval to increase Permanent Resident (PR) admissions in Canada over the next three years. To achieve these admission levels, IRCC must increase its organizational capacity from an HR, Accommodations and IT perspective. Funding was received to increase the number of FTEs to approximately 400 over the next three years. ADM Kochhar indicated a proactive management lens is necessary going forward that will consist of an HR strategy to ensure that admission targets are met in 2019 and 2020.
* MYLP includes a plan to position the workforce: determining where FTEs are required in the regions, and how to recruit the right number of employees to meet those targets. Significant progress is being made.
* When employees are hired, it is important to ensure proper accommodations are provided. ADM Kochhar noted that they need to determine whether Activity Based Workplace is flexible enough for their purpose.
* As part of MYLP, IRCC is also increasing its IT capacity to ensure that systems continue to support employees’ daily activities, both in Canada and abroad. For example, significant investments and improvements have been made to the bandwidth and a suite of IT enhancements are underway, so employees have the tools required to do their job effectively. In the first quarter of 2018-19, 145 FTEs were hired, and they are on track to meet the target of 256 for this year.

Paul Croes (CEIU) commented that the answering rate at the call centre is not sufficient to meet the need. The call centre needs to be adequately staffed. He is also concerned about the bandwidth of GCMS; GCMS outages occur, this is a major issue for clients. ADM Kochhar advised that they are looking at creative ways to reduce client wait times over the phone. He acknowledged that the number of calls has increased and for this reason, 70 FTEs have been added. ADM Sovani mentioned that IRCC has experienced three server outages recently – an issue that IRCC is taking very seriously. She explained that the outages were not GCMS-related, but rather the IRCC infrastructure in legacy data centres. This infrastructure creates vulnerabilities in IRCC servers. As a result, Shared Services Canada is being consulted on ways to pinpoint the vulnerabilities. Crystal Warner (CEIU) suggested working with Service Canada to determine best practices for call centre strategies. Crystal mentioned that in regards to lack of space, IRCC should consider satellite offices. Crystal asked whether IRCC is currently considering any office relocations. Holly Flowers Code responded that no office relocations/moves are currently planned. The Associate DM asked that Holly Flowers Code and ADM Sovani share any information on planned upcoming office moves. Crystal added that a document was leaked to the media that office moves may be scheduled to take place.Rose Touhey (UNE) asked what impacts, if any, are anticipated for the Passport Program. ADM Kochhar responded that Passport modernization initiatives/tools will be ready down the road in order to maintain client satisfaction.  |
| **Actions:** * **Share information on any moves/relocations planned within the department.**
 | **Deadline:** * **As necessary**
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| **Phoenix Update**  | **Zaina Sovani, ADM Corporate Services****Kimberley Accardi, Director, Pay Transformation**  |
| ADM Sovani discussed the progress of the POD. The backlog at IRCC has been reduced by approximately thirteen thousand cases, while approximately twenty-six thousand open cases remain outstanding. The focus going forward will be on activities within IRCC’s sphere of control such as the flow of staffing and employee support. Many departments have asked IRCC to share best practices on pay stabilization. Kimberley Accardi provided an update:* IRCC’s task force remains focused on preventing pay issues through timeliness, data accuracy and dealing with integration issues. A second area of focus is on supporting employees by providing more resources/tools and simplified information.
* The POD’s focus on “New remains new” and “Accurate pay go-forward” has shown strong performance in tackling the backlog, as well as processing incoming pay transactions.
* Effort has been made to look at groups at IRCC who may be more vulnerable to experiencing pay issues. As the POD becomes more efficient, more issues will be tackled.
* IRCC’s backlog is reduced by approximately three thousand cases per pay period.
* Currently, approximately 30-40 initiatives are underway or have been delivered.
* TBS is actively working on the future Phoenix replacement – identified as “Next Gen.” Next Gen is looking to include all areas of HR systems (i.e.: all areas of People Management, from recruitment to retirement). There is an overall commitment to finding a solution by the end of the year; however, implementation is five to seven years.
* PSPC is turning their mind towards the next tax season. Early communications from PSPC are expected in October.

Maureen Collins (CAPE) brought forth a situation where an IRCC employee was informed that they were required to take two weeks of vacation leave to bridge two different types of leave. The concerns were that employees are being asked to submit vacation leave to mitigate Phoenix issues, thus putting the responsibility on employees to mitigate pay issues that might arise. The Associate DM replied that IRCC will look into this situation once Maureen provides the correspondence the employee had received.  |
| **Actions:** * **CAPE to provide management with the correspondence regarding a leave situation.**
 | **Deadline:** * **HRB issued a response to all committee members on December 6, 2018.**
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| **Office of Conflict Resolution (OCR) Annual Report 2017-2018** | **Stephane Cardinal, Director, Office of Conflict Resolution** |
| Stephane Cardinal presented a summary of the OCR Annual Report for 2017-2018. The Associate DM suggested that more attention could be focused on training on communication as it was identified as a source of conflict for employees and managers. Paul Croes (CEIU) mentioned that the IRCC Informal Conflict Management System Committee should be provided with funding to allow members the opportunity to meet in person instead of over teleconference/videoconference. Stephane Cardinal responded that it can be a challenge to bring all members on site, and that the OCR is looking at organizing a one-day meeting for all members.Maureen Collins (CAPE) asked if cases of conflict have increased due to Phoenix-related issues. She explained that the underlying stress of pay issues could be a possible cause to an increase of conflict in the workplace. Thierry Casademont (OCR) replied that they did not have statistics available. However, pay issues may have been mentioned in passing by employees, but not necessarily identified as the reason for conflict. Maureen Collins (CAPE) asked if there is training related to communication skills for teams that work remotely, and whether any statistics are available on how communication impacts teams with remote employees. Stephane Cardinal replied that the OCR training is not specifically geared towards this, but there are tools available to help employees in this area. Holly Flowers Code replied that the CSPS offers a virtual management training that addresses this subject. Rose Touhey (UNE) commented that perhaps these meetings could be scheduled for a longer period to further discuss these topics. The Associate DM commented that it is important to acknowledge that the work of conflict resolution is a team effort. |
| **Actions: N/A** | **Deadline: N/A** |
| **Wellness/Mental Health in the Workplace Update**  | **Holly Flowers Code, CHRO****Caitlin Imrie, DG, Migration Health & Wellness and Mental Health Co-Champion** |
| Holly Flowers Code and Caitlin Imrie reviewed the PowerPoint presentation slides on IRCC Mental Health and Wellness.Holly Flowers Code added the following:* It is important to note that Wellness and Mental Health are two separate and distinct areas.
* The Mental Health Strategy launched in 2017 focuses on shared responsibility, promotion, prevention and raising awareness, and identifies groups of employees who may be more at risk.
* There is an 8.8% usage of EAP by IRCC employees. This statistic is slightly lower than the overall usage by Public Service employees.
* Working Minds training sessions have been taking place across the department. Talks on the

de-stigmatization of Mental Health in the Workplace have taken place. IRCC offers access to the LifeSpeak website, the Not MySelf Today Campaign is ongoing. Caitlin Imrie provided an update:* IRCC is deepening and fostering conversation on Mental Health in the Workplace.
* Executives from all sectors of IRCC are taking a sector approach to initiatives, and some have shared their personal experiences with mental health.
* The IRCC Mental Health Sub-Working Group, which is co-chaired by CEIU, is reviewing departmental documentation to include the mental health component.
* Louis Dumas, DG of Domestic Network and Wellness and Mental Health Co-Champion, commented that executives are looking at zones of control and zones of influence, and how to create safe environments for employees to discuss mental health issues in the workplace with their managers. This involves fostering constructive and respective environments of work.

Maureen Collins (CAPE) asked whether it is possible to receive EAP statistics related to Phoenix issues. Holly Flowers Code replied that IRCC can provide if available.Maureen Collins (CAPE) commented that more discussion needs to take place on employees who are mentally ill and receiving accommodations in the workplace. She stated that many employees who have a mental health diagnoses are capable of functioning in the workplace with the proper accommodations in place. She suggested that more needs to be done on the de-stigmatization of mental illness so employees can feel more comfortable approaching their manager. Caitlin Imrie replied that more discussions are to be had with the middle management network around mental health in the workplace and duty to accommodate. Holly Flowers Code mentioned that IRCC is looking into centralizing duty to accommodate. Caitlin Imrie added that on October 11, 2018, a speaker will share her story on chronic depression. Paul Croes (CEIU) commented that it had been discussed at the mental health committee that more training is needed in order for managers to know the appropriate questions to ask. The Associate DM indicated that the department is very committed to continuing to deepen and strengthen conversations on Mental Health in the Workplace.  |
| **Actions:** * **Follow-up on whether it is possible to receive EAP statistics regarding Phoenix.**
 | **Deadline:** * **Completed. No statistics available.**
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| **Employment Equity** | **Holly Flowers Code, CHRO****Aaron Feniak, Senior Director, Workplace Solutions** |
| Aaron Feniak provided an overview of IRCC’s Employment Equity Dashboard:* Even though the department has continually had representation of designated groups above labour market availability, there has been a decline in representation at IRCC over the past few years, except for Visible Minorities. This is a concern for the department, necessitating an increased focus on recruitment and retention strategies for designated group members.
* IRCC typically excels compared to the overall Public Service for its representation in Visible Minorities. This trend has continued.

Eddy Bourque (CEIU) indicated that he may have questions once he has had a chance to do a thorough review of the IRCC Employment Equity dashboard. Aaron mentioned that questions can be directed to him to continue the conversation.  |
| **Actions: N/A** | **Deadline: N/A** |
| **Harassment in the Public Service: The Clerk’s Report** | **Holly Flowers Code, CHRO** |
| Holly Flowers Code acknowledged that following the Clerk’s Report, this is the first meeting where harassment has been identified as a standing item on the NLMCC agenda. She provided an update on harassment:* IRCC is currently reviewing the Clerk’s Report and is focusing on areas that require action and implementation. IRCC is drafting an action plan and will engage unions on a way forward before the next NLMCC meeting.
* IRCC will be looking at Bill C-65 and its possible implications on the workforce.
* The PSES results are currently being reviewed.

The Associate DM stated that IRCC will be looking at what the Clerk’s Report means for the workforce. Eddy Bourque (CEIU) stated he is glad to see harassment as a standing item going forward on the NLMCC agenda. Patrick Provost (PIPSC) mentioned that due to the increase in standing items on the NLMCC agenda, it could be beneficial to increase the frequency of meetings or the time allocated to meetings. Paul Croes (CEIU) added that it is important for employees and managers to be aware of the differences between harassment and bullying. He said that often there is confusion between the two. The Associate DM stated that this will be good conversation when IRCC takes a deeper look at an action plan going forward.  |
| **Actions:** * Engage unions on a way forward once draft action plan is ready following the Clerk’s report.
 | **Deadlines:** * Prior to the next NLMCC
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| **NLMCC Terms of References** | **Holly Flowers Code, CHRO** |
| The Associate DM stated that the NLMCC Terms of References are to be updated every two years, and that an update is overdue. Holly Flowers Code, CHRO, acknowledged that more discussion needs to happen around the Terms of References. The frequency of NLMCC meetings and/or the time allocated for each meeting will be reviewed going forward. Josée Lapointe, Director, Workplace Effectiveness, indicated that Labour Relations will follow-up with an email requesting comments on the Terms of References.Holly Flowers Code added that as per the Terms of References, a copy of the agenda is shared with all members once the NLMCC Co-Chairs have met and reviewed the proposed agenda.  |
| **Actions:*** Request comments from the union on the NLMCC Terms of References.
 | **Deadline:*** November 30, 2018
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| **Closing Remarks – Lori MacDonald, Associate Deputy Minister (Associate DM) on behalf of** **Marta Morgan, Deputy Minister (DM) and Employer Co-Chair** |
| The Associate DM mentioned that as cannabis will be legalized on October 17, 2018, communications will be shared with IRCC employees in regards to this subject over the next few weeks.The Associate DM concluded the meeting, commending all members on their collaboration.  |
| **Participants** | **Committee Members Employer:**  | **Committee Members Bargaining Agents:** | **Guests:**  |
| * Marta Morgan (absent)
* Lori MacDonald
* Dr. Harpreet Kochhar
* Dawn Edlund (absent)
* Daniel Mills (absent)
* David Manicom
* Paul MacKinnon (absent)
* Mike MacDonald
* Zaina Sovani
* Holly Flowers Code
* Josée Lapointe
* Monique Baronette
 | * Eddy Bourque, CEIU
* Crystal Warner, CEIU
* Paul Croes, CEIU
* Bertrand Myre, CAPE (absent)
* Bharathi Sriraman, CAPE (absent) replaced by Maureen Collins
* Joelle Parent, PAFSO (absent)
* Randi Orr, PAFSO
* Kevin King, UNE (absent)
* Rose Touhey, UNE
* Karl Lafrenière, UNE
* Danielle Viel, ACFO (absent)
* Tia Hazra, PIPSC (absent)
* Patrick Provost, PIPSC
 | Luc Pomerleau, CEIULouis DumasHeather PrimeauKimberley AccardiStephane CardinalBrent McRoberts (absent) replaced by Valery BrennanAaron FeniakCaitlin ImrieThierry Casademont  |
| **Secretary** | Josée Lapointe, Director, Workplace EffectivenessMonique Baronette, Assistant Director, Labour Relations Melanie Perrier, Advisor, Labour Relations  |

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