

Agenda

National Labour-Management Consultation Committee (NLMCC)

Tuesday, June 21, 2022 from 1:05 PM to 3:00 PM EDT

1. Opening Remarks

1:05 – 1:20 (15 minutes)	1.1 Opening Remarks and Administrative Items	Jean-François Tremblay - ESDC Eddy Bourque - CEIU
	1.2 Approval of the Record of Discussions and Decisions from the December 3, 2021 meeting	Jean-François Tremblay - ESDC
	1.3 Status of Outstanding Action Items from the December 3, 2021 meeting	Jean-François Tremblay - ESDC

2. Discussion Items

1:20 – 1:40 (20 minutes)	2.1 Updates - Diversity and Inclusion (Standing Item)	HRSB
1:40 – 1:50 (10 minutes)	2.2 HR-to-Pay (Phoenix) Updates (Standing Item)	HRSB
1:50 – 2:10 (20 minutes)	2.3 Budget 2022	SSPB
2:10 – 2:40 (30 minutes)	2.4 Future of Work Job Function Analysis: Update and Next Steps	FOW - Secretariat CFOB IITB
2:40 – 2:55 (15 minutes)	2.5 Passport Services	COO CSB

3. Round Table and Closing Remarks

2:55– 3:00 (5 minutes)	3.1 Round Table	All
	3.2 Closing Remarks	Jean-François Tremblay - ESDC Eddy Bourque - CEIU

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

Date:	December 3, 2021	Venue:	Virtual meeting -Zoom
Chairs:	Eddy Bourque Graham Flack	Time:	From 2:00 to 4:00 pm
Secretariat: Union-Management Consultation Committee (UMCC) Secretariat			
ESDC Participants		Union Participants	
<p>Graham Flack, Deputy Minister, Employment and Social Development Canada</p> <p>Marie-Claude Pelletier on behalf of Darlène de Gravina, Assistant Deputy Minister, Human Resources Services Branch</p> <p>Tammy Belanger, Acting Assistant Deputy Minister and Business Change Authority for the Benefits and Delivery, Transformation Management Branch</p> <p>Eric Michaud on behalf of Catherine Bennett, Associate Assistant Deputy Minister, Strategic and Service Policy Branch</p> <p>Sylvie Bérubé, Assistant Deputy Minister, Western Canada and Territories Region</p> <p>Nisa Tummon, Assistant Deputy Minister, Program Operations Branch, Service Canada</p> <p>Andrew Brown, Assistant Deputy Minister, Policy, Dispute Resolution and International Affairs, Labour Program</p> <p>Claire Caloren, Assistant Deputy Minister, Quebec Region, Service Canada</p> <p>Annette Gibbons, Associate Deputy Minister, Employment and Social Development Canada</p>		<p>Eddy Bourque, National President, Canada Employment and Immigration Union, Public Service Alliance of Canada</p> <p>Karen Brook, Labour Relations Officer, Canadian Association Professional Employees</p> <p>Stan Buday, President, National Consultation Team for ESDC, Professional Institute of the Public Service of Canada</p> <p>Dean Corda, Vice-President, National Consultation Team for ESDC, Professional Institute of the Public Service of Canada</p> <p>Shanisse Kleuskens, Vice - President, Local 514, Canadian Association Professional Employees</p> <p>Nicolas Brunette-D'Souza, Labour Relations Advisor, Association of Canadian Financial Officers</p> <p>Dany Richard, President and Chair of the Board of Directors, Association of Canadian Financial Officers</p> <p>Crystal Warner, National Executive Vice-President, Canada Employment and Immigration Union, Public Service Alliance of Canada</p> <p>Isabelle Beaudoin on behalf of Rose Touhey, Assistant Regional Vice President, Outside Canada, Union of National Employees, Public Service Alliance of Canada</p>	

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

<p>Tim Olaveson on behalf of Janet Goulding, Assistant Deputy Minister, Income Security and Social Development Branch</p> <p>Tim Olaveson on behalf of Alexis Conrad, Senior Assistant Deputy Minister, Income Security and Social Development Branch</p> <p>Cliff Groen, Senior Assistant Deputy Minister - Benefits and Integrated Services Branch</p> <p>Jessica Kerr, Corporate Secretary, Corporate Secretariat Branch</p> <p>Peter Littlefield, Chief Information Officer, Innovation, Information and Technology Branch</p> <p>Lori MacDonald, Senior Associate Deputy Minister of Employment and Social Development and Chief Operating Officer for Service Canada</p> <p>Christine McDowell, Assistant Deputy Minister, Atlantic Region, Service Canada</p> <p>Kristina (Tina) Namiesniowski, Senior Associate Deputy Minister, Employment and Social Development Canada</p> <p>Sheri Ostridge, Chief Audit Executive, Internal Audit and Enterprise Risk Management Branch</p> <p>Atiq Rahman, Acting Assistant Deputy Minister, Learning Services Branch</p> <p>Elisha Ram, Associate Assistant Deputy Minister, Skills and Employment Branch</p> <p>Karen Robertson, Chief Financial Officer, Chief Financial Officer Branch</p> <p>Peter Simeoni, Assistant Deputy Minister, Citizen Services Branch, Service Canada</p> <p>Isabelle Côté on behalf of Mary Crescenzi, Assistant Deputy Minister, Integrity Services Branch, Service Canada</p>	
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NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

Alka Khehar on behalf of Rose-Gabrielle Birba, Chief Financial Officer, Chief Financial Officer Branch	
HR participants	Guests
Danièle Besner , Director General, Workplace Management Directorate, Human Resources Services Branch Guy Cyr , Executive Director, Labour Relations, Workplace Management Directorate, Human Resources Services Branch Geneviève Jolicoeur , Acting Executive Director, Labour Relations, Workplace Management Directorate, Human Resources Services Branch	Todd Burke , Director, Corporate Workforce Strategies, Workforce Management Directorate, Human Resources Services Branch Evelyne Power , Director General, In Person Operations and Strategies, Citizen Service Branch, Service Canada Véronique Veillette , Executive Director, Compensation Directorate, Human Resources Services Branch
UMCC Secretariat	
Lee-Anne Coleman , Senior Human Resources Advisor, Labour Relations, Human Resources Services Branch Glenn Crane , Senior Human Resources Advisor, Labour Relations, Human Resources Services Branch Jennifer Leblanc , Project Coordinator, National Union-Management Consultation Committees, Labour Relations, Workplace Management Directorate, Human Resources Services Branch Guy Lavoie , Project Services, Advisor, Strategic Services, Human Resources Services Branch	
Agenda Item	Discussion and Action Items
1. Opening Remarks and Approvals	
1.1. Opening remarks 30.05 – 37.50	Discussion Eddy Bourque and Graham Flack opened the meeting and acknowledged the challenges and considerable accomplishments of employees over the last year. Action None

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

Agenda Item	Discussion and Action Items
1.2. Approval of the Record of Discussions and Decisions of the June 10, 2021, meeting 37.50 – 38.30	<p>Discussion</p> <p>The Record of Discussion and Decisions from the June 10th, 2021 meeting was approved.</p> <p>Action</p> <p>None</p>
1.3. Status of outstanding action items of the June 10, 2021, meeting 38.30 – 39.30	<p>Discussion</p> <p>All four action items arising from the meeting of June 10th, 2021 were closed, or completed.</p> <p>Action</p> <p>None</p>
2. Business Items	
2.1. HR-to-Pay (Phoenix) Updates (Standing Item) 39.30 – 52.20	<p>Summary</p> <p>Véronique Veillette presented an update on HR-to-Pay, highlighting parts of the presentation material provided for the meeting.</p> <ul style="list-style-type: none"> • Over the last three years the ESDC backlog was reduced by approximately 50 000 cases, and the number of active employees affected went from 79% to about 49%. This while ESDC has seen an intake increase of approximately 32%, hiring 7 000 new employees over the last year. • Between January 1st and end of October 2021, almost 16 000 escalated pay issues have been resolved by the Compensation Services Directorate or sent to the pay center to be resolved, and 16,250 pay transactions have been processed and closed by ESDC compensation advisors.

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

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	<ul style="list-style-type: none"> • Employees entitled to payments pertaining to the catch-up clause for Phoenix received their payment on September 1st, 2021. • Departments are still waiting for further information from Treasury Board Secretariat (TBS) regarding the moratorium on automatic leave cash out. However, there is a return to the provision of the collective agreement as of March 31st, 2022. <p>Discussion</p> <ul style="list-style-type: none"> • Graham Flack asked about the ESDC human resources dedicated to pay compared to pre-Phoenix. • Véronique stated that ESDC now has over three hundred resources across the compensation function, compensation advisors, client service, and support escalation, to prevent pay issues with data entry. Pre-Phoenix the team was composed of around 120 individuals including management and coaches. In just the operation of pay, working directly in Phoenix currently, there are about a hundred and thirty supporting managers and employees; this is almost threefold from what it was previously. • Karen Brook asked about the mandate and the scope of a dedicated unit within Compensation that provides services for employees navigating the disability return to work circumstances. • Véronique confirmed that there is a pilot providing additional support with the Disability Management Team, to better serve managers and employees, especially with the pay component of a gradual return to work. It's a small team but they have already supported over two hundred employees and managers in ensuring there is a proper return to work. It is being looked at to formalize this service and to expand to maternity, parental leave, and retirements. <p>Action None</p>
<p>2.2. Updates - Diversity and Inclusion (Standing Item) 52.20 – 1:01.30</p>	<p>Discussion</p> <p>Todd Burke provided an update on Diversity and Inclusion.</p>

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

Agenda Item	Discussion and Action Items
	<ul style="list-style-type: none"> • The organizational cultural survey closed on November 25th. Approximately 8 000 employees participated in the survey which is planned to become an annual survey. • On the diversity network elections, the visible minority network, the pride network, and the employees with disabilities election will all be concluded by January 16th. • The Employee Systems Review will include the unions on the consultation to review the proposals. • Regarding the Ask Me Anything sessions the Pride network has four topics: gender-inclusive language in November, families and relationships, and discussion workshops for managers in November 2022 and January 2023. This will allow managers to start thinking about how to have difficult conversations and be able to feel comfortable to have those conversations. • On the Indigenous Recruitment, Retention, Advancement (IRRA) team and the Indigenous Student Employment Opportunities (ISEO) recruitment, the Department was the lead in the public service in the ISEO recruiting students and we have an AS-01 to AS-04 partially qualified pool containing 218 indigenous candidates. Sixty-four candidates have been referred, but only two have been hired. Efforts are being made to further qualify the pool, including bilingual individuals. • The Indigenous external CD database has 157 First Nations, Inuit, and Metis candidates of all different occupational groups and levels, which is being promoted to hiring managers across the country. <p>Discussion</p> <ul style="list-style-type: none"> • Crystal Warner mentioned the Joint Employment Equity Committee had just agreed to the terms of reference and invited the other unions to join that forum. • Crystal formally asked that the employer include designated seats for the unions on their diversity networks in Service Canada as other departments have done. • Todd Burke asked Crystal to send him an email with the request so that he can action this with his team. <p>Action</p> <p>Crystal to work with Todd to obtain designated union seats on the diversity networks.</p>

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

Agenda Item	Discussion and Action Items
<p>2.3. Benefits Delivery Modernization (BDM) Programme Updates 1:01.30 – 1:12.20</p>	<p>Discussion</p> <p>Tammy Belanger provided a verbal update on Benefits Delivery Modernization.</p> <ul style="list-style-type: none"> • A master contract agreement was signed with our four-systems integrators as part of BDM. IBM is the provider of the core technology, which is based on the current social program management software. Knowledge transfer with ESDC employees is at the heart of the transformation journey. • Old-Age Security will be on-boarded to that foundational technology on our BDM solution. With changes to the platform being implemented potentially as early as 2023. • Networks have been established across the regions and national teams set up to support this transformation journey. • Engagement with the unions at various levels will continue to be a key priority throughout the project. • A monthly Transformation Newsletter has been launched which has received over 100,000 hits. It's a recommended read. • A Service Canada Labs site launched in July 2021. This is a site where Canadians can be a part of helping to co-develop and co-design our services. This represents a fundamental shift to living the digital principle in developing services for our clients. • Service Canada Labs also offer an opportunity to engage different groups across the country, community-based organizations, such as in accessibility, or Indigenous Communities to be able to develop those services for them. <p>Action None</p>
<p>2.4. Mandatory Vaccination 1:12.20 – 1:29.40</p>	<p>Summary</p> <p>Guy Cyr presented an overview of the latest vaccination statistics.</p>

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

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	<ul style="list-style-type: none"> 96% of employees (31,706) have attested to being fully vaccinated, 1.8% have attested to being partially vaccinated, 0.8% (256) have identified as unvaccinated, and 1.4% (459) have requested a duty to accommodate (DTA) and that's about 459, 67% of which are on religious grounds. Term employees, students and casuals who have been placed on Leave Without Pay (LWOP) will remain on LWOP until the end of their respective contracts. There will be no extension or renewal of their contracts as the vaccination requirement is a condition of employment. The policy is expected to be reviewed in March and/or April in 2022. 179 employees are in the rapid testing program, and those are employees who are required to report onsite who are unvaccinated. Guy also detailed that the DTA Central Review Panel is being chaired by former Assistant Deputy Minister of the Labour Program, Anthony Giles. ESDC is also looking at how to conduct the verification process for vaccinations, as mandated by the Treasury Board Secretariat (TBS). Unions and internal partners are being consulted on this. <p>Discussion</p> <ul style="list-style-type: none"> Eddy Bourque noted that CEIU is not in agreement with random verification. The Department should not collect unnecessary medical information. Graham Flack thanked the union partners and noted the challenges for everyone involved. The union's feedback has been determinative in how some decisions were made regarding privacy, and consistency in decision-making. For example, the involvement of specialized HR employees in the decisions on DTA's based on religious grounds is very much a function of the concerns the unions raised around this. Eddy requested that any directives from TBS on the random verification be shared with the unions. Dany Richard approved that the DTA process has been centralized in terms of consistency, although departments are going about this in different ways. He asked what percentage of religious exemption requests are being denied and what methodology is being used to deny them? How are these being challenged? Dany also asked about the methodology to be used for the vaccination verification process.

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

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	<ul style="list-style-type: none"> • Crystal Warner noted that CEIU developed several tools and resources to talk about where they would represent members, which was a herculean effort. Numbers of grievances around this are low, so they will be approached on a case-by-case basis. • Guy replied that no religious DTA requests have yet been resolved. There is a level of consistency across departments because they are all getting advice from the Centre and applying the same labour and employment law in terms of what types of questions need to be asked in regard to assessing the sincerity of the belief itself. • The Department will diligently review these on a case-by-case basis on whether it is based in a religion, is it a sincerely held belief, and it does not need to follow the doctrine. • Guy committed to sharing the instructions received from TBS. • Graham added that Canadian human rights go beyond simply identifying religions that question vaccinations and only including sincere followers of those. For example, a Catholic, even though the Pope has said that you should have a vaccine may believe as a matter of their religious faith that they cannot be vaccinated. That can be an honest belief protected under Human Rights interpretations. It needs to be a firmly held belief stemming from one's religion. <p>Action Guy Cyr will share the vaccination verification instructions from TBS.</p>
<p>2.5. Return to the Workplace 1:29.40 – 2:04.05</p>	<p>Summary Tina Namiesniowski provided an update on the return to the Workplace.</p> <ul style="list-style-type: none"> • The top priority remains the health and safety of employees. • Management is exploring how to transition from 85% of the workforce on a directed, remote/work-from-home position, to a deliberate Flexible Work Model for ESDC. • The directed remote/work-from-home posture has been extended until the end of March 2022. • The Department has developed a conceptual Flexible Work Model covering three types of individuals: <ul style="list-style-type: none"> ○ Those that work on site because their jobs require them to be physically in the workplace; ○ Those employees who will continue to work predominantly offsite; and

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

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	<ul style="list-style-type: none"> ○ The majority within a hybrid model with some of the time in the office, and some of the time at another location presumably, but not necessarily, their home. • It will be a deliberate approach, that is fair and transparent and that considers, to the maximum extent possible, employees' preferences. In that context, personas will be validated that look at roles, responsibilities, tasks, and functions, and will try to determine which ones lend themselves to offsite, onsite and hybrid. • Pilots in two branches, involving 140 volunteers, over 12 weeks, will provide a better understanding of what a Hybrid Work Model might look like. Is there a benefit to having a set number of days in the office; is it more beneficial to have more flexibility around that? Occupational Health and Safety concerns regarding these pilots remain paramount. • These pilots will produce evidence to inform future decisions. • Key policy priorities include productivity and making sure that the Department can demonstrate full productivity whether in the office or working offsite. Security and ensuring there are no additional risks, is also a very important consideration. • Managers will need to be able to manage effectively in a flexible work environment, give employees the supports they need and to make sure there are no disadvantages for employees not working in the office. • Plans are being made to allow safe re-occupancy, starting with those who would like to return to the office. • It's hard to provide absolute clarity for employees since there are many unknowns, but management is working hard to have continuous communication with employees, to provide as much clarity as possible, and to gather employee input through pulse surveys. <p>Discussion</p> <ul style="list-style-type: none"> • Eddy Bourque noted this is key for employees, with many waiting to see if they will be able to continue working from home. • Crystal Warner asked for a separate consultation on business lines that won't be offered Flexible Work Arrangements. She noted that employees requiring ergonomic equipment have specific challenges and will need special considerations. Crystal asked if employees offered a hybrid

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)

RECORD OF DISCUSSIONS AND DECISIONS

Agenda Item	Discussion and Action Items
	<p>agreement would need to sign a telework agreement. Crystal also mentioned that employees from across Canada would like to have career opportunities, which may not have been available in the past because they were not in the National Capital Region (NCR).</p> <ul style="list-style-type: none"> • Tina replied that at some point there would be a need to formalize arrangements. Telework agreements will be required, but will evolve over time, across the federal government. She also noted that for issues like specialized equipment and the needs of our employees, it would be our intention to equip those individuals the same way, in either locations of work. • CEIU have had a few instances of domestic violence and in those situations, the employer has been very flexible and collaborative which has been very much appreciated. • Management is absolutely aligned in terms of supporting employees. Making sure that they are in a safe space and that will remain a top priority. Tina requested to be informed of instances where employees are not getting the support they need. • Dean Corda asked which locations are in the pilot, and the classifications and levels of those volunteers. • Tina replied that the pilots are occurring in the NCR, in the Learning Branch and the Income Security and Social Development Branch. Regarding levels and locations, that information can be obtained, but a mix was ensured. Pilots are also being contemplated in other parts of the country in terms of regions and branches. • PIPSC will also appreciate the opportunity to provide input for the inclusion and the design of those personas. Dean also noted that regarding staffing, the recent diversity poster that came out was open to all Canadians, but the positions were geo-blocked to places such as Montreal Island, so there's still some work to do on flexible work. • Tina responded that we are still working within the confines of enterprise-wide policies around locations of work, employees tied to jobs, and what that means in terms of letters of offer. ESDC is trying to be as creative as possible within the confines of a policy that we don't have ownership over. • Tina added that regarding staffing, the potential to draw talent from anywhere in Canada is absolutely one of the benefits of the flexible work model moving forward.

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

Agenda Item	Discussion and Action Items
	<ul style="list-style-type: none"> • Shanisse Kleuskens asked if the personas might have flexibility about working solely at home, so that it is at their discretion and not necessarily about a director's or a manager's preference. • Shanisse also mentioned that there is a perception that working from home, works, but management will still make people return to the office eventually. That will need to be managed. • Shanisse also noted that employees would appreciate a great deal of transparency in the decision making process, regarding which factors are influencing decisions to have an employee return to the place of work or not. • Tina noted regarding the personas, that there would definitely be consultation; there are huge benefits to that. The personas will provide a basis for an approach that will ensure transparency, and that will ensure a consistency of approach. The intent is to offer flexibility to the maximum extent possible and to ensure a consistent and transparent approach. • Dany Richard appreciates the complexity of this undertaking, and this will be a recruitment and retention tool. He requested that while we are still in the pandemic that no one who can telework be forced to return to the office. • Karen Brook noted that employment equity should be included alongside the considerations such as productivity, security, and IT. A vigorous employment equity lens should be applied in the building of the hybrid model. • Tina replied that a Gender based Analysis Plus (GBA+) lens is being applied to all of this work. This provides the potential to improve representation of equity-seeking groups, in terms of our reflection of Canada. There is also a need to ensure that employees who are not physically present in the office are not disadvantaged. • Tina reiterated that this is complicated and management needs to be deliberate and evidence based, and driven by employee insight, by business drivers, by employee preference, and collectively we need to realise it's probably not going to be perfect. • Tina also noted that management are very aware of possible drivers on office space requirements and the security posture for sensitive documents, and the need to be reactive on those types of things which would be impacted on a government wide perspective. <p>Action</p>

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

Agenda Item	Discussion and Action Items
	None
<p>2.6. Creation of an Ombuds office 2:04.05 – 2:15.35</p>	<p>Summary</p> <p>Danièle Besner provided an update on the creation of an Ombuds Office</p> <ul style="list-style-type: none"> • The function of an Ombuds Office is mainly to provide an organization with a confidential, impartial, independent, and informal recourse, and it is also to provide employees with a safe space to raise issues of concern affecting, either their wellbeing or their work environment, and to have a place to seek help without fear of reprisal. • Many of the guiding principles such as confidentiality and impartiality have been taken from the international Ombudsman Association, and these principles align with feedback from the employment equity groups. • The Ombuds Office will directly report to the Deputy Minister of ESDC. The Office will promote fair and transparent practices, educate the organization on trends and systemic issues, and make recommendations to senior management. • Key activities would be outreach, awareness, and communication. Also, the creation of a safe forum for employees to gain support. Currently management are finalizing the business case, looking to staff the Ombuds Office and working with Real Property to find the right physical location. <p>Discussion</p> <ul style="list-style-type: none"> • Crystal Warner asked if someone is engaged in a formal process? Would this address flaws the unions perceive? For example in the workplace, the harassment complaint process takes a long time, and the victims often feel that they aren't made aware of the consequences or the outcomes when their claim is proven. Crystal also asked, what would be the relationship between the union and this office at ESDC? • Dany Richard noted that this was a good addition to the Department to provide independent advice to the members. He noted the importance of outreach so that members will understand the

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

Agenda Item	Discussion and Action Items
	<p>process for raising concerns appropriately and effectively. In addition, this can help allay the concerns regarding reprisals.</p> <ul style="list-style-type: none"> • Danièle Besner responded that the Ombuds office is mostly there to guide the employee through all the mechanisms that exist to help the employee resolve or at least listen to an employee's issues. It is a place where the employee can feel secure that they can raise anything they want. It can also be important for the employees to share with the Ombuds Office whether the processes are working well or not. • In terms of the relationship between the unions and the Ombuds, Danièle would encourage the unions to speak with the Ombuds regarding issues that the unions feel the Ombuds should be looking into. • Danièle noted Dany's points and thanked him for contributing them. <p>Action None</p>
3. Round Table and Closing Remarks	
3.1. Round Table 2:15.35 – 2:16.20	<p>Discussion</p> <p>Dany Richard wanted to share the good news that the results for the Public Service Employee Survey were compared and for ACFO members, ESDC was one of the top five employers.</p> <p>Action None</p>
3.2. Closing Remarks 2:16.20 – 2:17:50	<p>Discussion</p> <p>Eddy Bourque closed the meeting</p> <p>Action</p>

NATIONAL LABOUR MANAGEMENT CONSULTATION COMMITTEE (NLMCC)
RECORD OF DISCUSSIONS AND DECISIONS

Agenda Item	Discussion and Action Items
	None

National Labour-Management Consultation Committee (NLMCC) – Action Items follow-up

Date:	December 3, 2021	Meeting :	National Labour-Management Consultation Committee (NLMCC)
1.1 – 1.3 Administrative Items			
Action: No action item identified			
Status: N/A			
2.1 HR-to-Pay (Phoenix) Updates (Standing Item)			
Action: No action item identified			
Status: N/A			
2.2 Updates - Diversity and Inclusion (Standing Item)			
Action: Crystal Warner to work with Todd Burke to obtain designated union seats on the diversity networks.			
Status: Closed			
2.3 Benefits Delivery Modernization (BDM) Programme Updates			
Action: .. No action item identified			
Status: N/A			
2.4 Mandatory Vaccination			
Action: Guy Cyr will share the vaccination verification instructions from TBS.			
Status: Completed			
2.5 Return to the Workplace			
Action: No action item identified			
Status: N/A			
2.6 Creation of an Ombuds office			
Action: No action item identified			
Status: N/A			
3.1 – 3.2 Round Table and Closing Remarks			
Action: No action item identified			
Status: N/A			

National Labour-Management Consultation Committee (NLMCC) – Action Items follow-up

Outstanding Action Items of Previous Meeting
Action: No action item identified
Status: N/A

HRUMCC SPEAKING NOTES

HRSB DIVERSITY AND INCLUSION UPDATE

TBS Security Screening Form and Process Feedback

- The *Many Voice One Mind Report* identifies barriers within the security screening process for Indigenous peoples. The Indigenous Recruitment, Retention, and Advancement Team (IRRA) team was asked to review and provide feedback on the Security Screening Forms and Process to the Security Policy Team within the Treasury Board Secretariat (TBS)
- IRRA will participate in ESDC's Security Screening Working Group to provide advice on to systemic barriers identified within the security screening process.

Deep-Dive Inclusion Survey

Consultants are currently completing their review of the documentation, review and quality check of the survey data, and completing a preliminary analysis of their findings. The draft report with recommendations is expected during the summer.

Diversity Network Elections

Elections for all our Diversity Networks executive committees (including the Women's Network and the Black Employee Network) has been completed. The election guide to standardize the approach and reinforce the principles of transparency and fairness has been shared to all employees and is available on our iService Diversity and Inclusion page.

Full-Time Chair for the Diversity Networks

The full-time diversity network chair positions for four of our Diversity Networks (Employees with Disabilities Network; Indigenous Employees Circle; Visible Minorities Network and Employee Pride Network) will be appointed to a one-year Micro Mission following a nomination process. The nominees for these four positions will be communicate at the end of June. We will soon start the process for the Women's and the Black Employee Networks full-time chair position.

Employment Systems Review (ESR)

The contract with the consultant is almost finalized. The ESR work will most likely start in July 2022.

Women's Network

In March, ESDC Women's Network was launched. The elections for the first Executive Committee for the Women's Network is ending at the end of June with a start date of July 4th for their mandate. Since we have not received submission for the co-chair; treasurer; and

representatives for WT, a new election process will start in the coming weeks. There are currently over 600 members in the network with membership growing daily. .

Black Employee Network

HRSB received approval to establish a Black Employee Network in March 2022. This network will carry out similar functions to the other Black Employee Networks established in a number of other government departments. The creation of a BEN at ESDC will provide a specific space for Black employees. Next steps: an iService page has been created to prepare for elections in early June. There are currently over 600 employee members (Black employees and allies) in the network with membership growing daily.

Research and Awareness Series:

- The DORRA team is in the process of launching a Person with Disability (PwD) awareness series to help answer questions about hiring PwDs and to help demystify any preconceived notions that may exist.
- A monthly bulletin will be launched very soon as part of the Learning Series for PwDs along with our quarterly guest speakers.

PM Post-Secondary Recruitment Process in collaboration with the PSC:

- This is the first time the PSC did a PSR process based on EE. The intent of this process was to recruit PwDs from across the country into various PM-01 positions.
- The DORRA team will work with the regions to help them conduct the candidate interviews and references.

PwD External Recruitment Event:

- This inventory was launched in October 2021 with our external partners (e.g., March of Dimes, PPRC, Live Work Play, etc.) to gather resumes to fill various types of positions at ESDC across Canada. The DORRA team received 89 resumes from external PwD candidates.
- 33 managers from ESDC submitted job requests with a total of 109 positions to fill.
- A virtual event to match these PwD candidates with ESDC's hiring managers took place from April 11-22, 2022. The event was a success with over 10 hires in the first few days and more appointments to follow.

INDIGENOUS RECRUITMENT, RETENTION AND ADVANCEMENT

IRRA Work Plan & Strategy

- IRRA has developed a multi-year Indigenous Inclusion Strategy and detailed Work Plan to support the recruitment, retention and advancement of Indigenous employees. The strategy includes the assessment of internal policies and operational practices to identify and address systemic barriers for Indigenous peoples and has identified priority areas of focus for the next two quarters which include, Official Languages, Security Screening Process and development of a Working Group with Indigenous Skills and Employment Training Agreement holder, Regional Indigenous Organizations and National Indigenous Organizations.
- IRRA's Strategy reflects the continued support as co-lead on the implementation of the departmental Indigenous Joint Reconciliation Work Plan objectives through partnerships with regions and branches, departmental Champions, Indigenous employee network, federal colleagues, Indigenous organizations and post-secondary institutions.

National Indigenous Employee Cultural Centre Coordinator (NIECCC)

- A new poster is under development to recruit a Project Lead to set up the National Indigenous Employee Cultural Centre in the NCR. In the first call out, 9 applications were received with only 2 candidates self-identified as Indigenous.
- Coordination of the center will include two main aspects, the physical space and the day-to-day programming (in-person and virtual).

Refresh of the AS 01 to 04 Pool

- IRRA established a partially assessed AS-01 to AS-04 pool with over 200 candidates, this process was completed in collaboration with ISET and NIO organizations, Elders and Indigenous communities. A refresh of the pool was recently completed. A communication was sent to all 214 candidates where over half of the candidates expressed interest in remaining in the pool. SLEs were completed on a voluntary basis for candidates that expressed interest. The refresh is in progress and the next step is to build skill profiles for each candidate to facilitate matches with hiring managers.
- There have been challenges with placing candidates. We know that proficiency in both official languages has been identified as a systemic barrier for Indigenous people applying for jobs in the public service, however, we are still receiving a high number of requests for candidates who are bilingual. IRRA has prioritized an environmental scan that will help develop recommendations to address the OL barrier to be undertaken during upcoming fiscal year.

HR-To-Pay Update

National Labour-Management Consultation Committee (NLMCC)

June 21, 2022



Content

1

Health of Pay

2

ESDC Case Resolution

3

Case Complexity

4

Backlog Queue

5

Compensation Updates

6

Vision 2025

7

Priorities

8

Reminders



Purpose

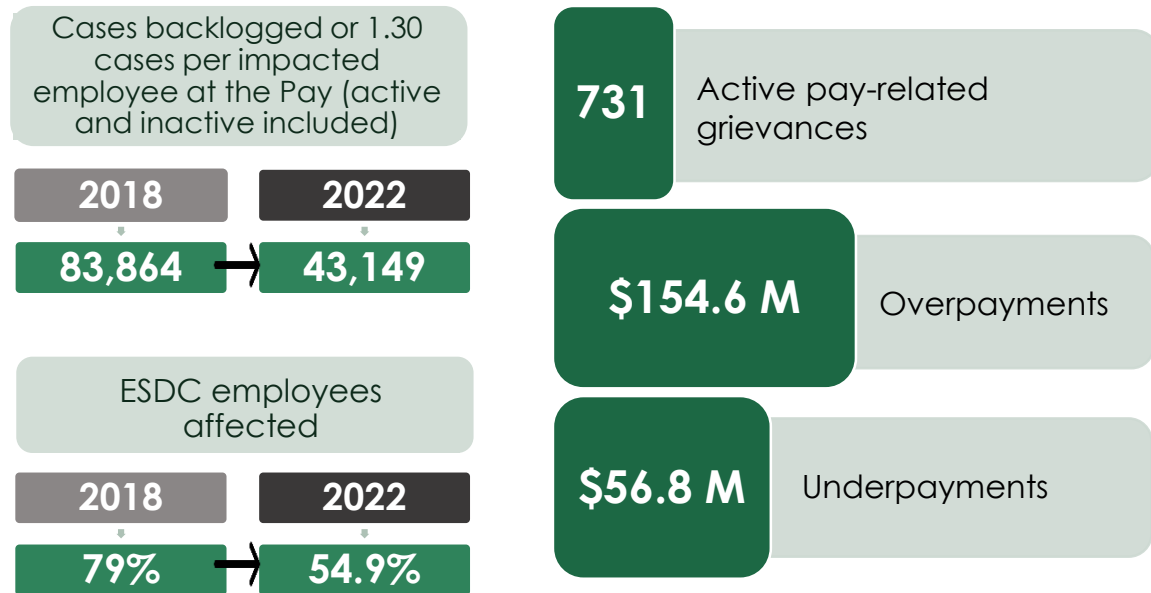
- ▶ To provide you with information and updates regarding the HR-to-Pay landscape



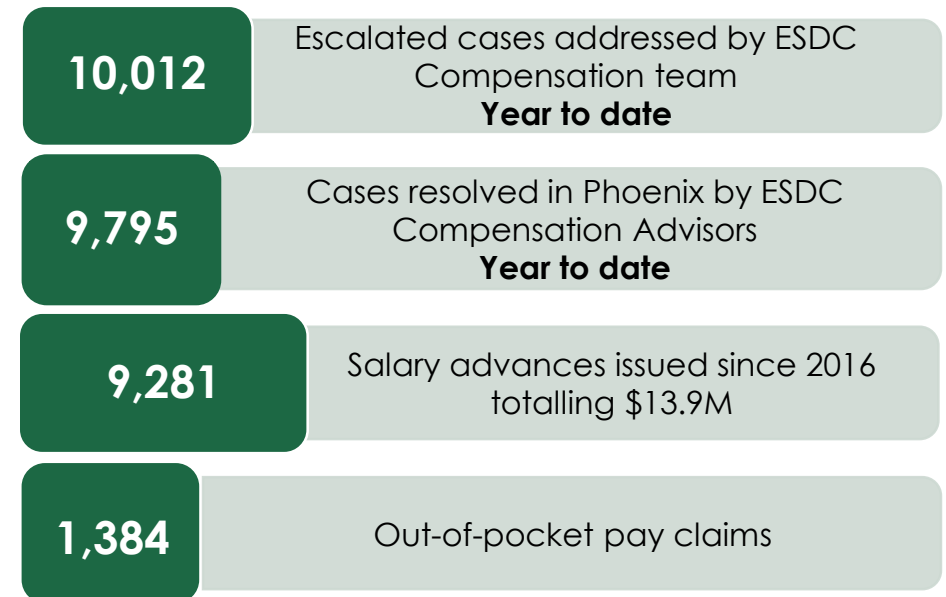
HR-to-Pay Update

ESDC Health of Pay: May 2022

Scope/Scale of ESDC's Pay Issues



Employee Pay Support



HR-to-Pay Update

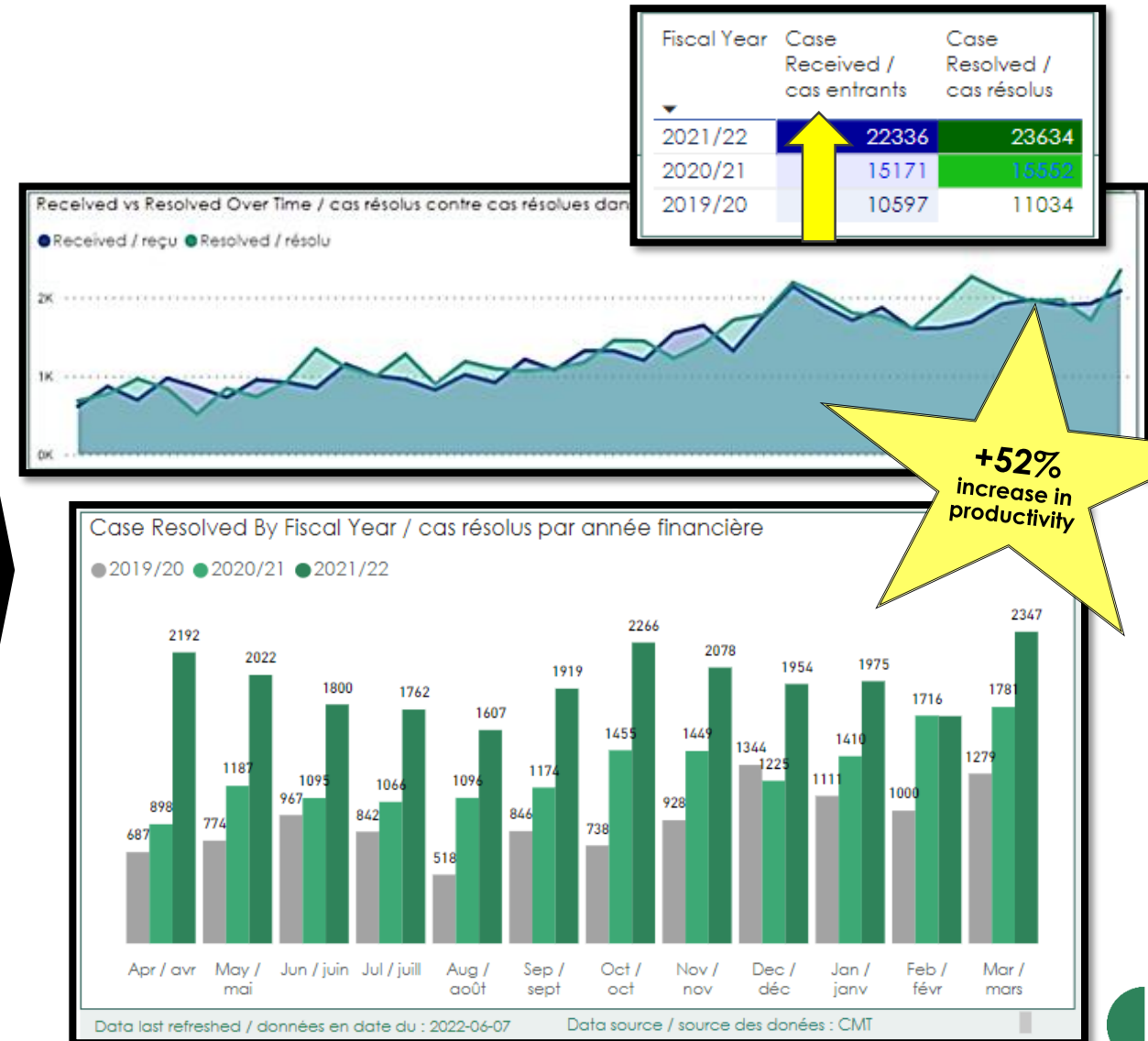
ESDC's Compensation Services Directorate

ESDC CASE RESOLUTION

As per our complimentary model with PSPC, ESDC focuses on processing intake and backlog cases within the following work types: leave of absence, return from leave, retirement, and resignation along with all associated cases as per of our full-file review program

ESDC's Compensation Services Directorate has made great contributions to pay stabilization:

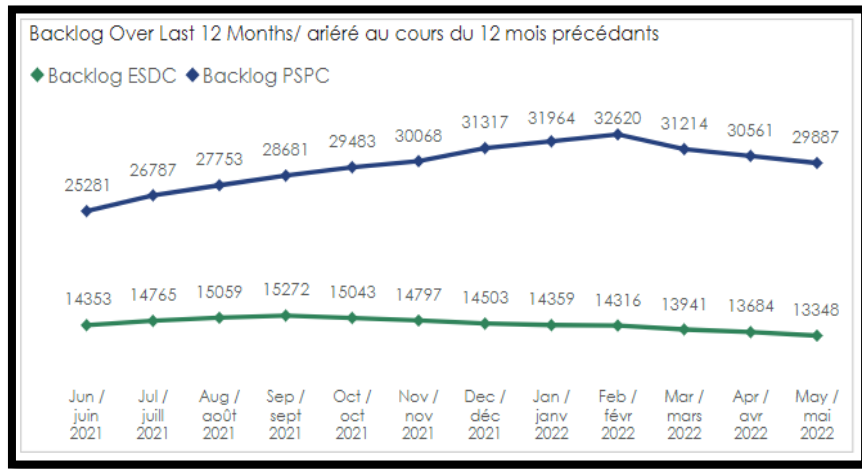
- ESDC productivity increased by **52%** since FY 2020-2021, despite a **47%** increase in intake
- Undertook key projects, which includes:
 - Severance Payments from 2016-2018
 - PSPC reclassification
 - Escalations
 - Mandatory Leave Cash-Out
 - Advice and guidance on complex pay files including the recovery of 2016-2017 overpayments, etc.



HR-to-Pay Update

PSPC and ESDC Case Resolution

BACKLOG QUEUE



ESDC

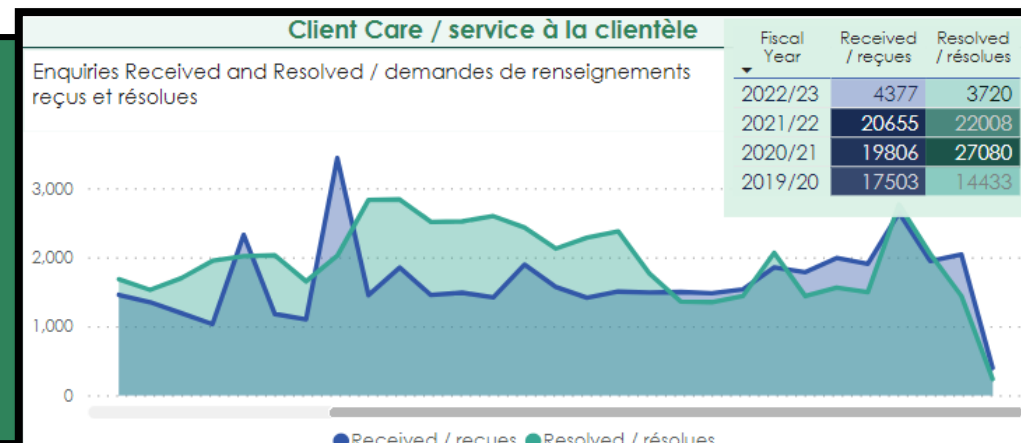
PSPC

Fiscal Year	YTD ESDC Backlog	YOY %
2019/20	13662	16.98%
2020/21	14156	3.62%
2021/22	13941	-1.52%
2022/23	13300	-7.34%

Fiscal Year	YTD PSPC Backlog	YOY %
2019/20	22514	-56.43%
2020/21	21826	-3.06%
2021/22	31214	43.01%
2022/23	29754	17.69%

ESDC's backlog has steadily decreased over time, despite an increase of **47%** in intake and an increase in special enterprise-wide projects (e.g., Reclassification, Severance project, and others)

Elimination of the escalation backlog

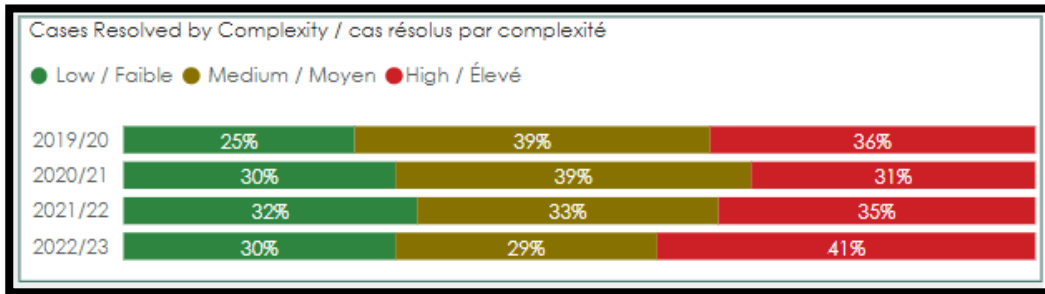


Over **80,599** pay escalation portal tickets have been responded to and closed since March 2018, supporting ESDC employees and managers

HR-to-Pay Update

PSPC and ESDC Case Complexity

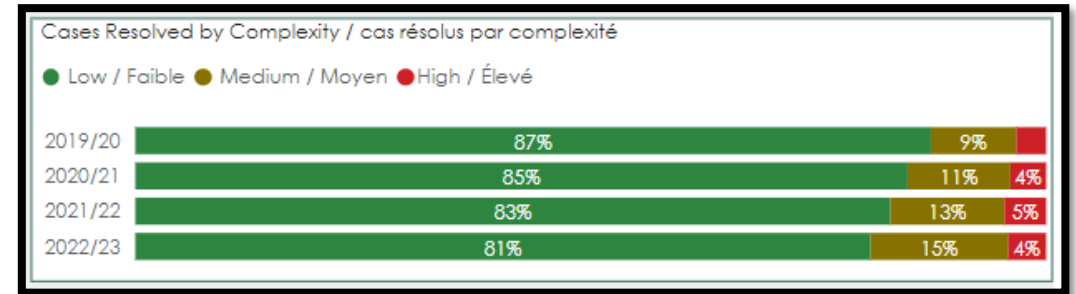
ESDC CASES RESOLVED BY COMPLEXITY



71%

of ESDC work is medium to high complexity requiring more time to process

PSPC CASES RESOLVED BY COMPLEXITY



84%

of PSPC work is low complexity, and 16% of their workload is considered medium to high complexity



HR-to-Pay Update

ESDC Compensation Results

YEAR BY THE NUMBERS

141,421

Client Enquiries, Critical escalations,
HR Transactions, Pay Related Action
Resolved



59% improvement on processing
time with bulk row evaluator tool

89,370



Visits on Compensation and Benefits iService site

17 Corporate communications released

0.3%

Improvement on ESDC PAR
Rejection Rate

71%

Departmental Timeliness
(OCHRO methodology)

+13%

Improvement on Timeliness
(compared to last year)

Timeliness
+

23,634 →

cases resolved by
Compensation Advisors



255

PRI processed for the Reclassification project

- 53 were trained on various topics
- 49% improvement on time in writing letters (letter builder)
- 310 leave without pay (Vaccination policy)
- 120 PRI verified (Leave Cash-Out)



1,030

Section 34 Managers &
Team Leaders attended
sessions on Self-Service
transactions in Phoenix

1,341

Section 34 Managers &
supervisors attended
sessions on the Mandatory
Leave Cash-Out

2,215

Accounts monitored

827 errors corrected



Homeless Policy
Directorate
project



Termination &
severance cases
project



Transfer-In leave
(Mandatory Leave
Cash-Out)



2018 Leave
Without Pay
project

FY 2021 - 2022

HR-to-Pay Update

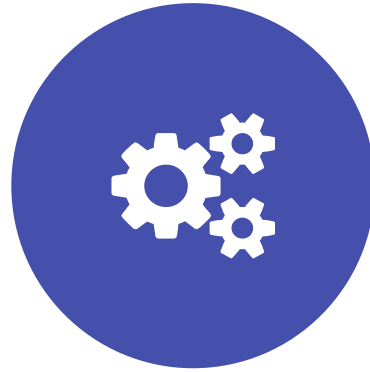
ESDC's Compensation Vision 2025

VISION 2025



Employees have full trust in pay

Employees are guided through life events and pay issues by professional, and proficient compensation advisors, in a high touch service-delivery model



Stabilization

ESDC operates within a stable, integrated, HR-to-Pay-to-Pension environment, whereby managers are no longer required to advise on, or oversee pay issues



Readiness

ESDC is amongst the first departments to onboard to the Next Gen system, given transformational readiness from the technological, process and people perspectives



HR-to-Pay Update

ESDC's Compensation Vision 2025

2022-2023 PRIORITIES



Advisory Services

Advice and guidance services to guide complex, long-standing pay issues and life events

1



Prevention

Implement a Pay Prevention strategy to increase awareness and understanding of Compensation and its processes to ensure pay accuracy

2



Time and Labour

Establish advice and guidance services to support organisations through complex time and labour transactions

3



Transform and Modernize

HR Transformation and Modernization Initiatives

4



Timeliness

Continue to improve on departmental Timeliness of HR action through efficient planning, reporting, communications and awareness

5



Critical Escalations

Optimize the critical escalation process to accelerate pay resolution cases

6



HR-to-Pay Update

Reminders: How to Help with Pay Stabilization



ESDC ESCALATION PROCESS

- Ensure that employees and managers are using the dedicated pay escalation process available on iService
- Following the escalation process is the most efficient means to raise issues



ONLINE PAY SUPPORT TOOLS

- Managers and employees should refer to the HRSB online iService site for comprehensive support related to processing pay-related actions.
- MyGCPay
- Demystifying your Pay Stub training



PAY ESCALATION SUPPORT

- Understanding pay priorities: long-standing unpaid increments, acting's and transfer-in cases are significant but not priority escalations for PSPC Pay Centre at this time given current volumes.
- **Financial support** through Priority Payment is available to mitigate impact on employees.
- Out of pocket claims



TIMING OF PAY-RELATED ACTIONS

- Staffing actions with an impact on pay
- LWOP > 5, Return from leave, change in number of weekly hours worked, departures.
- Self-Service (including schedules, EDP and LWOP < 6 days)





Employment and
Social Development Canada

Emploi et
Développement social Canada

Service
Canada



Budget 2022

Announcements for the ESDC Portfolio

April 8, 2022

Employment Strategy for Persons with Disabilities

“Budget 2022 proposes to provide \$272.6 million over five years to Employment and Social Development Canada to support the implementation of an employment strategy for persons with disabilities through the Opportunities Fund. This will help to address labour market shortages through increased participation by persons with disabilities and make workplaces more inclusive and accessible. Of this funding, \$20 million will be allocated to the Ready, Willing and Able program to help persons with Autism Spectrum Disorder or intellectual disabilities find employment.” (*Chapter 4, p. 124*)

Funding for Access to Reading and Published Works for Persons with Print Disabilities

“[\$25 million over five years starting in 2022-23] proposed for Employment and Social Development Canada to support the production and distribution of alternative format materials by the Centre for Equitable Library Access and the National Network for Equitable Library Service; conduct research to better understand gaps in availability of accessible reading materials; and launch a new Equitable Access to Reading Program to boost the production of accessible format reading materials through innovative partnerships. This will promote the economic and social inclusion of persons with print disabilities and help to create a barrier-free Canada.” (*Chapter 8, p. 198*)

Extending Temporary Support for Seasonal Workers

“Budget 2022 proposes to extend rules [of an Employment Insurance pilot project in 13 regions of the country that provides up to five additional weeks for eligible seasonal workers] until October 2023 as the government considers a long-term solution that best targets the needs of seasonal workers. The cost of this measure is estimated at \$110.4 million over three years, starting in 2022-23.” (*Chapter 4, p. 126*)



Supporting Foreign Credential Recognition in the Health Sector

“Budget 2022 proposes to provide \$115 million over five years, with \$30 million ongoing, to expand the Foreign Credential Recognition Program and help up to 11,000 internationally trained health care professionals per year get their credentials recognized and find work in their field. It will also support projects—including standardized national exams, easier access to information, faster timelines, and less red tape— that will reduce barriers to foreign credential recognition for health care professionals.” (*Chapter 4, p. 123*)

Improving the Temporary Foreign Worker Program

“Budget 2022 proposes a number of measures to increase protections for workers, to reduce administrative burdens for trusted repeat employers, and to ensure employers can quickly bring in workers to fill short-term labour market gaps. These include:

- \$29.3 million over three years to introduce a Trusted Employer Model that reduces red tape for repeat employers who meet the highest standards for working and living conditions, protections, and wages in high-demand fields. Further details on this program will be announced in the coming year.
- \$48.2 million over three years, with \$2.8 million in remaining amortization, to implement a new foreign labour program for agriculture and fish processing, tailored to the unique needs of these employers and workers. The program will be regularly reviewed by the Minister of Employment, Workforce Development and Disability Inclusion for its impact on local labour markets to maximize the employment of Canadians and permanent residents and to ensure the program is not negatively impacting wages for Canadians and permanent residents.
- \$64.6 million over three years to increase capacity to process employer applications within established service standards.
- \$14.6 million in 2022-23, with \$3 million in remaining amortization, to make improvements to the quality of employer inspections and hold employers accountable for the treatment of workers.” (*Chapter 4, p. 125*)



Doubling the Union Training and Innovation Program (UTIP)

“Budget 2022 proposes to provide \$84.2 million over four years to double funding for the Union Training and Innovation Program. Each year, the new funding would help 3,500 apprentices from underrepresented groups begin and succeed in careers in the skilled trades through mentorship, career services, and job-matching.” *(Chapter 4, p. 121)*

Bringing Workers to the Decision-Making Table

“Budget 2022 proposes to provide \$2.5 million in 2022-23 for Employment and Social Development Canada to launch a new union-led advisory table that brings together unions and trade associations. In the coming year, the table will advise the government on priority investments to help workers navigate the changing labour market, with a particular focus on skilled, mid-career workers in at-risk sectors and jobs. Further details will be announced in the coming weeks. The results will be used to inform future actions and investments to help workers make the transition to the jobs and sectors that need them.” *(Chapter 4, p. 121) – A joint proposal with the Minister of Labour*

Increasing Loan Forgiveness for Doctors and Nurses in Rural and Remote Communities

“To help bring more health care workers to the communities that need them most, Budget 2022 proposes to provide \$26.2 million over four years, starting in 2023-24, and \$7 million ongoing, to increase the maximum amount of forgivable Canada Student Loans by 50 per cent. This will mean up to \$30,000 in loan forgiveness for nurses and up to \$60,000 in loan forgiveness for doctors working in underserved rural or remote communities.

In addition, the federal government will expand the current list of eligible professionals under the program, with details to be announced in the coming year. The government is also undertaking a review to ensure that the definition of rural communities under the program does not leave out certain communities in need.” *(Chapter 6, p. 152)*



Labour Market Transfer Agreements

“Budget 2022 proposes to amend Part II of the *Employment Insurance Act* to ensure more workers are eligible for help before they become unemployed, and that employers can receive direct support to re-train their workers. Over the coming year, the government also intends to intensify work with provinces and territories to modernize these agreements, reflecting the changing needs and challenges of both the current and future Canadian labour market. This will include working together to support mid-career workers in transitioning to new sectors and help local economies adapt and prosper.” (Chapter 4, p. 121)

Government Annuities Improvement Act

“In Budget 2022, the government proposes to make an amendment to the *Government Annuities Improvement Act* to reduce duplicative audit requirements. Canadians and annuitants would continue to have access to information on the program through the Public Accounts and the actuarial reports published by the Office of the Chief Actuary.” (Annex 3, p. 277)

Supporting the Administration of Canada Emergency Response Benefit and Canada Emergency Student Benefit Debts

“Budget 2022 proposes to amend the *Canada Emergency Response Benefit Act* and the *Canada Emergency Student Benefit Act* to provide the Canada Revenue Agency with authority to establish and collect debts, on a weekly basis, for situations where a worker has accessed more than one benefit at once. Proposed funding would support related administration.” (Chapter 4, p. 128)

Improving the Employment Recourse Process

“In Budget 2022, the government proposes to amend the *Employment Insurance Act* and the *Department of Employment and Social Development Act* to enable the creation of the new EI Boards of Appeal, replacing the EI appeals process under the Social Security Tribunal General Division.” (Annex 3, p. 276)



Making Service Canada Centres Safe and Secure

“[\$30 million in 2022-23] proposed for Employment and Social Development Canada to continue to offer in-person services at Service Canada centres during the COVID-19 pandemic while implementing necessary public health precautions. This is particularly important for vulnerable segments of the population who rely more heavily on in-person services, especially youth, newcomers, racialized communities, and individuals without reliable access to the internet.” *(Chapter 6, p. 161)*

Supporting Black Canadian Communities

“Budget 2022 proposes to provide \$50 million over two years, starting in 2022-23, to Employment and Social Development Canada for the Supporting Black Canadian Communities Initiative, to continue empowering Black-led and Black-serving community organizations and the work they do to promote inclusiveness.” *(Chapter 8, p. 185)*

National School Food Policy

“Over the next year, the Minister of Agriculture and Agri-Food and the Minister of Families, Children and Social Development will work with provinces, territories, municipalities, Indigenous partners, and stakeholders to develop a National School Food Policy and to explore how more Canadian children can receive nutritious food at school.” *(Chapter 8, p. 190)*

Early Learning and Child Care Infrastructure Fund

“In response to requests from provinces and territories, and to support the implementation of the Canada-wide early learning and child care system, Budget 2022 proposes to provide \$625 million over four years, beginning in 2023-24, to Employment and Social Development Canada for an Early Learning and Child Care Infrastructure Fund.” *(Chapter 4, p. 115)*



New Horizons for Seniors Program

“Budget 2022 proposes \$20 million over two years, beginning in 2022-23, for an expanded New Horizons for Seniors Program to support more projects that improve the quality of life for seniors and help them continue to fully participate in their communities.” (*Chapter 8, p. 189-190*)

Expert Panel on Aging at Home Benefit

“Budget 2022 proposes the creation of an expert panel to study the idea of an Aging at Home Benefit. The panel will report to the Minister of Seniors and the Minister of Health. More details will be provided in the months to come.” (*Chapter 8, p. 189*)

Allowing Use of Canada Revenue Agency-collected Data for Canada Pension Plan Analysis and Evaluation

“In Budget 2022, the government proposes to make legislative amendments to the Canada Pension Plan legislation to allow the use of Canada Revenue Agency-collected data by Employment and Social Development Canada when performing policy analysis, reporting, and evaluation functions for the Canada Pension Plan. Access to this data would support the government’s commitment to evidence-based policy development and GBA Plus analysis.” (*Annex 3, p. 276*)

Legislative Changes to the Canada Pension Plan

“In Budget 2022, the government proposes to make technical changes to the Canada Pension Plan legislation to ensure the correct calculation of eligibility and benefits for a small number of individuals qualifying for the Post-Retirement Disability Benefit and the child-rearing and disability drop-ins. These changes will ensure that the eligibility and calculation of these benefits is consistently applied for all individuals.” (*Annex 3, p. 277*)



Amendment to the Old Age Security Act to Clarify that the OAS 75+ will be Exempt re GIS and Allowances

“In Budget 2022, the government proposes to amend the *Old Age Security Act* to clarify that the one-time payment made in August 2021 to seniors age 75 and older will be exempted from the income test for the Guaranteed Income Supplement and Allowances. This amendment corrects a reference error resulting from the passage of the *Budget Implementation Act, 2021, No. 1.*” (*Annex 3, p. 277*)

COVID-19 Benefits and the Guaranteed Income Supplement (GIS), 2021 and Future Years

“[Budget 2022] provided [\$456 million of funding over three years (2022-23, 2023-24, and 2024-25)] to Employment and Social Development Canada pursuant to Bill C-12 (An Act to amend the Old Age Security Act), which received Royal Assent on March 3, 2022. These changes ensure that seniors who received pandemic benefits in 2021 or future years will not have their GIS or Allowance benefits affected.” (*Annex 1, p. 250*)



Supporting Implementation of 10 Days of Paid Sick Leave for Federally Regulated Workers

“In Budget 2022, the government proposes to introduce minor amendments to the *Act to Amend the Criminal Code and the Canada Labour Code* (Bill C-3) to support timely and effective implementation of 10 days of paid medical leave for workers in the federally-regulated private sector.” (*Annex 3, p. 280*)

Support for Workers Experiencing Miscarriage or Stillbirth

“The government intends to introduce legislative amendments to the *Canada Labour Code* in the coming year to provide additional support to federally regulated employees who experience a miscarriage or stillbirth.” (*Chapter 8, p. 190*)

Completing the Employment Equity Act Review

“Budget 2022 proposes to provide \$1.9 million in 2022-23 in order to complete the *Employment Equity Act* Review in coming months. A final report will be publicized in fall 2022.” (*Chapter 4, p. 125*)



Other Government Department's Funded Initiatives of Interest

Speeding up housing construction and repairs for vulnerable Canadians – Canada Mortgage and Housing Corporation

"Budget 2022 proposes to advance \$2.9 billion in funding, on a cash basis, under the National Housing Co-Investment Fund, so that all remaining funds will be spent by 2025-26. This will accelerate the creation of up to 4,300 new units and the repair of up to 17,800 units for the Canadians who need them most." (*Chapter 1, p. 38*)

New Investments in Multi-generational Home Renovation Tax Credit – Finance

"Budget 2022 also includes a range of measures that will help to bring down the cost of living, including: Introducing a Multigenerational Home Renovation Tax Credit, which provides up to \$7,500 in support for constructing a secondary suite." (*Chapter 1, p. 41*)

Efficiently Welcoming Visitors, Students, and Workers to Canada – IRCC, Public Safety

"Budget 2022 proposes to provide \$385.7 million over five years, and \$86.5 million ongoing, for Immigration, Refugees and Citizenship Canada, the Canada Border Services Agency, and the Canadian Security Intelligence Service to facilitate the timely and efficient entry of a growing number of visitors, workers, and students." (*Chapter 4, p. 118*)

Connecting Workers to Good Jobs – Finance

"Budget 2022 notes that the government intends to engage with experts on the role that a Career Extension Tax Credit could play in boosting the labour force participation of seniors who want to continue to work later in life." (*Chapter 4, p. 122*)

Sustainable Jobs - Just Transition – NRCan / Labour

"In March, in the *2030 Emissions Reduction Plan: Canada's Next Steps for Clean Air and a Strong Economy*, the government committed to skills training, including through a new Futures Fund for Alberta, Saskatchewan, and Newfoundland and Labrador. Along with the government's commitment to a new Clean Jobs Training Centre, this will help workers have the tools to succeed. The federal government will also continue to work with its partners, including labour unions, to design programs that take into account current barriers and underrepresentation, so that there is a level playing field for everyone." (*Chapter 4, p. 122*)

Labour Mobility Deduction for Tradespeople – Finance

"Budget 2022 proposes to introduce a Labour Mobility Deduction, which would provide tax recognition on up to \$4,000 per year in eligible travel and temporary relocation expenses to eligible tradespersons and apprentices. This measure would apply to the 2022 and subsequent taxation years." (*Chapter 4, p. 123*).



Other Government Department's Funded Initiatives of Interest

A Stronger Health Care System – Health Portfolio

“To ensure that no Canadian has to choose between the prescription drugs they need and putting food on the table, the federal government will also continue its ongoing work towards a universal national pharmacare program. This will include tabling a Canada Pharmacare bill and working to have it passed by the end of 2023, and then tasking the Canadian Drug Agency to develop a national formulary of essential medicines and bulk purchasing plan.” (*Chapter 6, p. 151*)

Dental Care for Canadians – Health Canada

“Budget 2022 proposes to provide funding of \$5.3 billion over five years, starting in 2022-23, and \$1.7 billion ongoing, to Health Canada to provide dental care for Canadians. This will start with under 12-year-olds in 2022, and then expand to under 18-year-olds, seniors, and persons living with a disability in 2023, with full implementation by 2025. The program would be restricted to families with an income of less than \$90,000 annually, with no co-pays for those under \$70,000 annually in income.” (*Chapter 6, p. 152*)

Improving Canada's Dementia and Brain Health Research – Health Portfolio

“Budget 2022 proposes to provide \$20 million over five years, starting in 2022-23, for the Canadian Institutes of Health Research to ramp up efforts to learn more about dementia and brain health, to improve treatment and outcomes for persons living with dementia, and to evaluate and address mental health consequences for caregivers and different models of care.” (*Chapter 6, p. 153*)

Supporting the Centre for Aging and Brain Health Innovation – Health Portfolio

“Budget 2022 proposes to provide \$30 million over three years, starting in 2022-23, to the Public Health Agency of Canada, for the Centre for Aging and Brain Health Innovation to help accelerate innovations in brain health and aging.” (*Chapter 6, p. 153*)

Supporting Mental Well-Being With the Wellness Together Canada Portal – Health Canada

“Budget 2022 proposes to provide \$140 million over two years, starting in 2022-23, to Health Canada for the Wellness Together Canada portal so it can continue to provide Canadians with tools and services to support their mental health and well-being.” (*Chapter 6, p. 156*)

Supporting First Nations Children through Jordan's Principle – Indigenous Services Canada

“Budget 2022 proposes to provide \$4 billion over six years, starting in 2021-22, to ensure First Nations children continue to receive the support they need through Jordan's Principle. This funding will also support long-term reforms to improve the implementation of Jordan's Principle.” (*Chapter 7, p. 168*)



Other Government Departments' Funded Initiatives of Interest

Implementing Indigenous Child Welfare Legislation – Indigenous Services Canada

“Budget 2022 also proposes to provide \$87.3 million over three years, starting in 2022-23, to enable Indigenous communities to continue to work with the federal government and the provinces and territories to support the implementation of Indigenous child welfare laws.”
(Chapter 7, p. 169)

Supporting Special Olympics Canada – Canadian Heritage

“Budget 2022 proposes to provide \$1.8 million in ongoing funding, starting in 2022-23, as an extension to the \$16 million investment in Special Olympics Canada through Budget 2018. This funding will support more than 45,000 children, youth, and adults through its strong network of 21,000 volunteers.” (Chapter 8, p. 188)

Doubling the Home Accessibility Tax Credit – Finance

“Budget 2022 proposes to double the qualifying expense limit of the Home Accessibility Tax Credit to \$20,000 for the 2022 and subsequent tax years. This will mean a tax credit of up to \$3,000—an increase from the previous tax credit of up to \$1,500—for important accessibility renovations or alterations.” (Chapter 8, p. 190)

Working with Provinces and Territories to Advance the National Action Plan to End Gender-Based Violence – Women and Gender Equality

“Budget 2022 proposes to provide \$539.3 million over five years, starting in 2022-23, to Women and Gender Equality Canada to enable provinces and territories to supplement and enhance services and supports within their jurisdictions to prevent gender-based violence and support survivors.” (Chapter 8, p. 190)

Stronger Partnerships in the Charitable Sector – Finance

“To ensure sufficient flexibility for charities to carry out their work, Budget 2022 proposes to amend the Income Tax Act to allow a charity to provide its resources to organizations that are not qualified donees, provided that the charity meets certain requirements designed to ensure accountability. This is intended to implement the spirit of Bill S-216, the Effective and Accountable Charities Act, which is currently being considered by Parliament.” (Chapter 8, p. 195)

Boosting Charitable Spending – Finance

“Following consultations with the charitable sector in 2021, Budget 2022 proposes to introduce a new graduated disbursement quota rate for charities. For investment assets exceeding \$1 million, the rate of the disbursement quota will be increased from 3.5 per cent to 5 per cent.” (Chapter 8, p. 196)



Other Government Departments' Funded Initiatives of Interest

Reducing Wait Times for Veterans Disability Benefit – Veteran's Affairs

"Funding for Veterans Affairs Canada to continue working on reducing disability benefit applications wait-times. Offsets include funding provided in Budget 2021 to extend temporary disability adjudicators hired in 2018 for an additional year." (*Annex 1, p. 252*)





BIENVENUE À L'AVENIR DU TRAVAIL D'EDSC | Nos gens, nos activités, notre avenir!



WELCOME TO ESDC'S **FUTURE OF WORK** | Our people, our business, our future!

Unclassified

TRANSITIONING TO A FLEXIBLE WORK ENVIRONMENT

Presentation to the National Labour Management Consultation Committee

June 21, 2022

ESDC's Vision for the Future of Work will guide the transition approach...

Vision: A healthy, productive, and inclusive workforce, equipped with modern and secure tools and technology, able to fully deliver on our mandate, and foster a culture of service excellence.



Able to adapt and adjust recruitment and organizational models to support enterprise-wide workforce agility.



A diverse, inclusive, pan-Canadian workforce, representative of the population it serves.



A place where employees are equipped with modern information technology tools and use consistent information management practices to access reliable information



A place where employees' competencies and skills are developed and strengthened through training, coaching and networking opportunities.



Focussed on employees' wellbeing, mental health and safety, no matter where they work.



Ready to evolve towards greater flexibility and choice to meet the needs of the organization, promote collaboration, innovation and engagement.

ESDC's New Flexible Work Environment

- As we begin to implement our new flexible work model, many employees will work predominantly offsite, some will work onsite, and others will work in a hybrid model.
- Our approach to determining where and how individuals will work has been methodical, informed by evidence and employee engagement.
- Decisions about work arrangements – formal agreements between managers and employees – will be clear, transparent and fair – and primarily determined by job function.
- In September, we will begin implementing our new flexible work arrangements and moving away from directing most employees to work from home as our default.

How did we get to the Job Function Analysis?

- Gartner Consulting was engaged to develop personas, as part of the ESDC Digital Workplace Strategy, which includes analysis of workplace needs and digital tools to support flexible work based on employee feedback.
- Assessment of functions provided rigour in validating activities best suited to on-site, offsite and hybrid work environments.
- Input was requested on job-specific requirements to be onsite as well as the explicit organizational / enterprise needs (growing leadership, onboarding, training, etc.).
- Further disaggregation at the branch and regional level to align functions with positions may be required to ensure full coverage and clear communications where there are exceptions or specific operational needs (see Annex A).



Work arrangements: what happens next?

- **June**
 - Managers begin work arrangements discussions with teams and employees.
- **June to August**
 - Managers and employees agree on individual work arrangements. Summer is a 'testing period' for teams, as we move towards the implementation of new work arrangements in fall 2022.
 - Managers confirm work arrangements via 'confirmation e-mail' process
- **September**
 - Employees enter work arrangements into PeopleSoft - transition to a flexible work environment begins.



Workplace of the future

- **Prioritizing access to modern and accessible sites to improve employee experience**
 - Transition away from the neighborhood concept and progressively consolidate sites
 - Underutilized sites would be placed dormant, allowing flexibility should increased demand be required
 - Allows greater focus to equip employees with modern tools
 - Allows for increased access to modern, **accessible and inclusive spaces**
 - Increasing collaborative space, including boardrooms, to enable groups meeting together



Space Use Strategy – Key Pillars* (Future state vision)

Assigned Space (neighborhoods)	Shared Workspaces	Coworking sites
Workspaces dedicated to individuals and/or branches/regions	Work environments that are shared by multiple branches	Shared workspaces designed to support 3Cs (collaborating, connecting, celebrating)
<p>Employees working full time onsite or those requiring specialized equipment/space may be assigned a work point and locker</p> <p>13%</p>	<p>Shared seating will be adopted by most hybrid and predominately offsite employees (exceptions would be given to employees requiring specialized equipment / specific DTAs)</p> <p>87%</p>	
<p>Space type : Traditional workplaces</p> <p>Objective: While shared seating will be adopted in most work locations, assign dedicated spaces for individuals and branches/regions <u>based on functions and/or operational requirements</u>.</p> <p>Key elements:</p> <ul style="list-style-type: none"> • Branch/regional management of allocated space in traditional workplaces. • Space allocations based on needs identified through job functional analysis. • Hybrid employees that require access to specific space will be considered (e.g. secure zones for Policy branches, Integrity Service Branch, HR). 	<p>Space type : Traditional workplaces and/or flexible workplaces (work points will be ergonomically set up (dual monitors, adjustable chairs, etc))</p> <p>Objective: Gain space efficiencies through office consolidation and improve the workplace experience by bringing employees together in shared workspaces.</p> <p>Key elements:</p> <ul style="list-style-type: none"> • Preferred option for hybrid and predominately offsite employees, <u>where ESDC Coworking sites (Activity Based Working) are non-existent and/or not available</u> • Corporate management of space (Building Emergency and Evaluation Team/First Aid Attendant). • Transitory posture while shared workspaces are being transformed into ESDC Coworking sites. 	<p>Space type : Activity-Based Working (ABW) environment. Modernized space.</p> <p>Objective: Improve the employee experience. Create workplace that is a magnet for employees.</p> <p>Key elements:</p> <ul style="list-style-type: none"> • Preferred option for employees working on site to connect and collaborate, through an increased amount of collaboration spaces and high-end technology. • Corporate management of space (Building Emergency and Evaluation Team/First Aid Attendant). • Includes both ESDC and GC Coworking sites.

*Excludes Service Canada and Passport Centres for which a separate and distinct strategy will be developed.

IT: Enabling A Flexible Work Environment

- Following the successful transition to equip employees to work from home, we've been working on the changes needed to make it a seamless positive employee experience to:
 - work from home and government office spaces
 - collaborate within teams, and across teams, whether in ESDC, other government departments, or other stakeholder communities
 - have ready access to the information, tools, and learning aids needed to be productive and adapt to the digital workplace
- We are doing this by:
 - securing our infrastructure and equipping employees
 - upgrading the network and underlying technologies
 - integrating the technology within the physical workspace with the virtual work environment



Looking to The Future and the Digital Enablement of the Flexible Work Environment

- Introduction of new technologies enabled to improve the employee experience and aligned with the Future of Work Personas.
 - Introduce new capabilities based on work styles and type
- Technology investments aligned with changes in workspace plan (e.g. collaboration space will drive new investment requirements)
- Strengthened security and information management measures

Annex A: Departmental Job Function Analysis Results (Version 1.2)

Onsite Functions

- In-Person IT Technical Support
- Warehouse
- Corporate Mailroom
- Records/File Management
- Passport mail and clerical services
- Passport inventory/control and print
- Service Canada –Passport –Intake, Processing (including Service Canada Centres and Service Canada Centres – Passport Services)
- Service Canada Centre – Office Services
- National Services (Atlantic Region – specialized services)



Hybrid functions

- Executive leadership
- Executive and administrative supports
- Policy and program analysis
- Evaluation
- Research
- Audit
- Dispute resolution
- Corporate IT services (development)
- Corporate IT services (general)
- Parliamentary Affairs
- Paralegals
- International/intergovernmental affairs
- Asset management and procurement
- ATIP
- HR Services
- eService Canada and eCommunity Outreach and Liaison Services
- Translation (work on secret documents may require translators to be on site)
- Service Canada –Passport –Intake, Processing (PDOC)



Predominantly Offsite Functions

- Service Canada – Call Centres (All)
- Business Expertise (Includes service analysis)
- Analytics and Reporting
- Processing Centres-EI, Pensions, PDB, Integrity etc. (PSO, SCBO)
- Program Delivery and Support Functions
- Program Delivery – Regional/Mobile
- Labour investigations*
- Integrity Investigations*
- Integrity services TFW*
- Program specific support services call centres
- CFO Regional Services
- Branch/Regional Management Services (except workplace health and safety and accommodations which are on site functions)

**the nature of these functions requires employees to be in the field to visit various locations.*

Note that non-EX people managers are not included separately but are categorized with their respective function (e.g. policy manager or call centre team leader).



Predominantly Offsite Functions, continued

- Financial systems
- Corporate Financial Services – General (not otherwise classified)
- Investment planning/project management
- Real property
- Enabling Services Call Centers
- Change management and innovation (except Innovation Lab which is an onsite activity)
- Graphic Design
- Outreach activities*

**the nature of these functions requires employees to be in the field to visit various locations.*

Note that non-EX people managers are not included separately but are categorized with their respective function (e.g. policy manager or call centre team leader).



Annex B: What are the different work arrangements?

Onsite

- A work arrangement that involves employees working onsite because their role requires it or the work cannot be performed efficiently or effectively offsite. This includes work at a physical location under the Government of Canada's control.

Hybrid Work

- A work arrangement that involves employees doing a combination of work onsite and offsite, with onsite activities being done for reasons of efficiency, effectiveness or the requirements of the function. Employees may also be required to be onsite for specific organizational reasons including onboarding, training, collaboration, networking or all staff meetings.

Predominantly offsite

- A work arrangement that involves employees working offsite most of the time. Employees may be required to be onsite for specific organizational reasons including onboarding, training, collaboration, networking or all staff meetings.



Annex C: Final Preparations Are Underway to Equip Offices for A Return to Occupancy On A Larger Scale

