

**Fisheries and Oceans Canada**  
**NATIONAL UNION MANAGEMENT CONSULTATION COMMITTEE**

**November 27, 2017**  
**12:00 p.m. to 4:00 p.m. (EST)**

**Ottawa, Ontario**  
**(Deputy Minister's Boardroom, 200 Kent Street)**

**MINUTES AND ACTION ITEMS**

**AGENDA ITEM 2: Opening Remarks and Review of Agenda**

*Catherine Blewett, Deputy Minister*

The Associate Deputy Minister made the opening remarks on behalf of the DM and reviewed the agenda.

The Associate Deputy Minister reminded everyone that the overall objective of the meeting is to promote discussions on the agenda items and to encourage productive dialogue that addresses workplace issues in an atmosphere of mutual respect and trust. As such, during this time of significant change for the Department, he indicated that it is essential that union representatives, managers and employees keep working together on challenges affecting the Department and that we continue to nurture positive and productive relationships. To that end, the Department made a commitment to engage with employees in every sector and in every region, and engaged bargaining agents to work collaboratively with the Department on various challenges.

Changes to the senior management team and new members on the Executive Table were highlighted. In addition, the Associate Deputy Minister congratulated Todd Panas for his re-election as National President of the Union of Health and Environment Workers (UHEW) and Dave Clark for his election as the National President of the Union of Canadian Transportation Employees (UCTE).

Judith Leblanc of the Public Institute of the Public Service of Canada (PIPSC) requested that the NUMCC not be held on Mondays or Fridays as this requires travel during the weekend. If future meetings are held on these days, PIPSC will not participate.

It was confirmed that the next meeting will be held on Thursday, May 10, 2018.

**AGENDA ITEM 3: Review of Minutes and Follow-up Items from the November 29, 2016, NUMCC Meeting**

*Dominic Laporte, ADM, Human Resources and Corporate Services*

The ADM, Human Resources and Corporate Services noted that the following items stemmed from the previous NUMCC will be covered during the course of this meeting.

UCTE requested an update on what the Department is doing to support employees in terms of career progression during this period of growth and on the grievances related to Phoenix. It was indicated that these topics will be covered during the course of the meeting.

The UHEW requested that an item be added on the agenda related to the topic of a Sub-Committee on Staffing.

Upon review of the Minutes from May 4, 2017, NUMCC meeting, there were no requests to add or modify any elements. As such, the minutes were approved.

**AGENDA ITEM 4: DFO Labour Management Symposium – Post Mortem**

*Dominic Laporte, ADM, Human Resources and Corporate Services and  
Todd Panas, National President UHEW*

The Associate Deputy Minister underlined that the Labour Management Symposium delivered good informative sessions on various subjects. The commitments made to participate at this symposium were much appreciated.

UHEW was very pleased with the sessions and the speakers at the symposium. This event provided the opportunity for management and the bargaining agents to meet and to build relationships. UHEW made two suggestions for the next symposium:

- Given that the goal is to have as many of the bargaining agents as possible, it was proposed that two set of dates be reserved for the next symposium. The second set of dates would be a fall-back date.
- Have fewer speakers and allocate more time for interactive sessions between bargaining agents and management to work together in developing concrete solutions to challenges within the Department.

The ADM, Human Resources and Corporate Services stated that it was his first Labour Management Symposium. He recognized that networking is key in such an event and agreed with UHEW's suggestions. Further, he advised that he would be sending out a feedback form shortly to all participants and was looking forward to receiving ideas and suggestions on how to improve the event for the next time.

Actions Required:

- LRCOE will ensure that all bargaining agents are available, that two sets of dates will be reserved and that more interactive sessions be held between management and bargaining agent.

OPI: LRCOE

**AGENDA ITEM 5: Change in organizational structure – Aquatic Ecosystems and Fisheries and Harbour Management**

*Sylvie Lapointe, ADM, Fisheries and Harbour Management and  
Philippe Morel, ADM, Aquatic Ecosystems*

The Associate Deputy Minister reiterated that the Department is undergoing a period of significant change, which requires adjustments to meet government priorities. As such, the Ecosystem and Fisheries Management Sector was divided into two new organizations: Aquatic Ecosystems and Fisheries and Harbour Management.

The ADM, Aquatic Ecosystems indicated that the period of transition occurred during the summertime and that no employees/positions were affected by the restructure. He clarified that the Aquatic Ecosystems and Fisheries and Harbour Management sectors are working closely together by sharing information to maintain the integrity of the respective programs.

The ADM, Fisheries and Harbour Management mentioned that the national Small Craft Harbour program in the NCR will move to Moncton, NB, effective April 1, 2018. A Work Force Adjustment Committee will meet regularly and will update the bargaining agents accordingly. Denise Frenette, Director General, Small Craft Harbours, is responsible for setting up the program in Moncton; a meeting will be held with the bargaining agents to update them on the progress.

UHEW stated that the growth related to the Oceans Protection Plan (OPP) should provide opportunities for affected employees who do not wish to relocate to Moncton. The ADM, Fisheries and Harbour Management also noted that some are/will be hired by other departments in the NCR.

The Associate Deputy Minister reminded members of the importance of supporting these employees in finding alternate employment.

**AGENDA ITEM 6: OPP/HERO**

*Michelle Wheatley, Executive Lead, Oceans Protection Program Secretariat*

The Associate Deputy Minister indicated that the OPP represents an investment of approximately \$1.2B in DFO/Canadian Coast Guard programming over the next five years.

The DG, Delivery and Results, provided an update on the implementation of the OPP as follows:

- A meeting was held on June 22, 2017, between Senior Management (ADM level) of DFO, the Canadian Coast Guard, Transport Canada and Environment and Climate Change Canada and representatives of the PIPSC and UCTE bargaining agents. The purpose of the meeting was to provide an overview of the OPP and the staffing implications for the various departments resulting from the OPP implementation.
- The HRSC Enablers Readiness Office (HERO) provides HR support for the recruitment and has established a special team that expedites the staffing, accommodation and equipment procurement for new staff coming in to support the delivery of the OPP and other new investments. For this fiscal year, the Department planned to staff 1,229 FTEs across all new funding initiatives, including OPP and Integrity Investments among others. As of the day of the meeting, 666 positions were staffed and 585 staffing processes have been completed.
- The Delivery and Results Branch has been focusing their attention on establishing reporting systems for each of the initiatives, and communication and engagement, both internal and external. As such, mechanisms were developed to keep track of the milestones/results by sub-initiative including a monthly tracking sheet that is completed by OPIs.

UHEW requested a detailed report on employee hiring within the context of OPP implementation, which would include the numbers/statistics by status, by group/level, by bargaining agents and by sectors. The numbers of internal and external hires was also requested from management.

The Associate Deputy Minister and the ADM, Human Resources and Corporate Services indicated that these numbers will be obtained and shared with the bargaining agents.

**Actions Required:**

- Provide a detailed report on the staffing of employees in the implementation of the OPP:
  - Employment status of new hires (term, casual, indeterminate, etc.);
  - Breakdown by union; and
  - Number of internal vs. external hires

OPI: Delivery and Results Unit and HERO

**AGENDA ITEM 7: Respect in the workplace**

*Philippe Morel, ADM, Aquatic Ecosystems,  
Patrick Vincent, RDG, Quebec Region and  
Todd Panas, National President, UHEW*

The Associate Deputy Minister recognized that a culture shift is occurring within the Department. He highlighted the Respectful Workplace Committees which promote a respectful attitude and culture of respect at all levels. In addition, he noted the celebration of the second National Respect Day that was held on November 28, 2017.

UHEW mentioned that the National Respect Day is being held in four departments and three agencies. Environment and Climate Change Canada (ECCC) decided to expand this to a National Respect Week. UHEW agreed as well that a culture change is in progress within the Federal Public Service and that every day, actions towards respect in the workplace make a difference. However, UHEW noted that management and bargaining agents can do more to promote respect in the workplace including additional campaigns aimed at both managers and employees on this subject.

The ADM, Aquatic Ecosystem outlined the Respectful Workplace Committee governance structure which entails the Steering Committee, the Advisory Committee and Regional Committees. A one day workshop on respect in the workplace will be held and it will seek ambassadors to deliver and implement a dialogue of respect. He underlined that a National Respect Day will be held in the BCC boardroom at 200 Kent street in Ottawa and senior management, bargaining agents and employees are invited to sign the respect in the workplace posters and visit kiosks as well as to meet colleagues. Regions will also have their own activities and these messages and tools will be shared nationally.

The RDG, Quebec Region also observed a culture change but stated that there are still challenges to promote and circulate the message regarding respect in the workplace to all levels in the organization. It was indicated that a lot of hard work has occurred on that front and in order to ensure that the message is received by all DFO employees, support from the Executive Table is essential. This is a topic garnering significant attention in the media and it is imperative to voice concerns when inappropriate behaviours occur in our workplace.

PIPSC appreciated the National Respect Day initiative and thanked the RDG, Quebec Region for the comment related to the recent events regarding the disclosure of inappropriate behaviours displayed by public figures. PIPSC also stressed the fact that it is important for employees to voice their concerns in the workplace. However, they feel that employees are not doing so as they do not trust the system and consequently, the Department must do a better job to educate its managers and employees. PIPSC noted

that more time should be provided to employees that wish to become ambassadors for the respect in the workplace initiative.

**AGENDA ITEM 8: Mental Health Strategy – Consultative Committee**

*Tom Balfour, DG, Human Resources*

The DG, Human Resources provided an update on the work accomplished by the Mental Health Consultative Committee (MHCC). Their goal is to develop a department-specific strategy for mental health in the workplace. He and Martin Mika from UCTE co-chair the committee, and the Deputy Minister is our departmental champion. The next committee meeting will be held on December 13, 2017.

The MHCC launched a pilot for mandatory training which included offering two courses: the Road to Mental Readiness and the Working Mind to all employees in the Gulf Region and at the Canadian Coast Guard College. The training scheduled as part of this pilot will be completed by early 2018. Subsequently, the Committee will present results of the pilot project to the Executive Table to determine if the project should be rolled out further across the Department.

A Mental Health Intranet page containing valuable resources for managers and employees and a generic email address were also created. A new communications strategy was approved and will feature regular communications from the co-chairs. The communication products will feature helpful and targeted advice and information on issues dealing with mental health.

In addition, the DG, Human Resources provided an update on the Departmental Disability Management Program. More particularly, this program will be under the purview of Workplace Well-Being and it will be responsible for managing long-term leave situations and accommodation files. It was also announced that a staffing process was launched to hire resources for the program and it is expected that the program will be operational by February 2018.

The Deputy Minister mentioned that excellent discussions occurred on mental health after the Symposium but there is still much work to do. She reflected on the Public Service Employment Annual Survey results which indicated that a significant percentage of staff leave work emotionally drained. Therefore, she announced that skip interviews will be implemented by the Associate Deputy Minister, the Commissioner and herself. The objective of this initiative will be to alleviate stress in the workplace. It was also stated that senior management will be encouraged to apply this initiative in their respective sectors and regions.

UHEW stated that Respect in the Workplace and Mental Health are linked but at the same time, distinct. Therefore, a request was made that the Department provide a matrix that demonstrates progress on both items.

UNIFOR added that the exit interviews are not being conducted with its members in the MCTS and, as such, crucial information on the reasons of the departures is not being captured.

**Actions Required:**

- With respect to the Joint Learning Program (JLP):
  - Update on the status of the MOU;

- Identify the number of Mental Health workshops given at DFO;
- Gather views on a peer support Mental Health initiative; and
- Clarify management's commitment to the JLP Mental Health initiative.
- A Return to Work Policy to be developed jointly by management and the union.
- A Joint Union-Management Exit Interview program to be developed. UHEW committed to be available for 25 interviews next year.
- A pulse survey to be conducted in the Department to determine if changes on mental health occurred within the Department.

OPI: Workplace Well-Being, Talent, Learning and Performance Management Centre of Expertise, and Corporate Staffing

**AGENDA ITEM 9: Phoenix – Impacts on employees and impacts on stewards supporting employees**

*Tom Balfour, DG, Human Resources*

*Judith Leblanc, President, National Consultation Team, PIPSC*

The Associate Deputy Minister recognized that the Department will be dealing with Phoenix issues for a longer period than anticipated and, as a result, it is important to support staff in every way possible and to address issues in a timely fashion.

PIPSC explained that there is another side to the Phoenix issues, which is the implication of the union stewards to find solutions for their members. This involvement requires significant periods of time and the union stewards must often put their careers aside to help members. Thus, PIPSC proposed that an email be sent from the Deputy Minister to the union stewards to recognize their efforts.

The DG, Human Resources advised that the most recent numbers show that DFO had 27,749 open, assigned or pending transactions that are over 30 days old and more than 3,500 cases were escalated by the Pay Team to the Pay Centre. This team responded to over 60,000 emails from employees seeking guidance, escalations and clarification on pay issues and processed over 2,000 Priority Payments totaling over \$4.3M. At this present time, fifteen priority 2 and priority 3 pay files per week are being submitted to the Pay Centre. It was noted that DFO repatriated three authorities from the Pay Centre and this has helped to expedite the starting and stopping of pay to avoid under/over payments.

PIPSC stated that there is a lack of understanding from the members with respect to their pay, even when using the web application. As part of their strategy, PIPSC requested that their members file Phoenix/Pay grievances and proceed with a first level grievance hearing.

UCTE shared that the Phoenix/Pay grievances are being allowed, however there is no payment being issued to the members which results in the transmittal of the grievances to the next level, including adjudication. The DG, Human Resources advised that even if a grievance is allowed, it is not within the Department's control to issue payments to employees. The DG, Human Resources indicated that all the efforts within the Department's control are being put forward to resolve these issues. As such, employees are encouraged to request a Priority Payment as the Department controls this process.

The Director, Labour Relations Centre of Expertise (LRCOE) stated that a resource was identified to tackle the Phoenix/Pay grievances. She encouraged employees to use Priority Payment, and for the unions to advance their concerns at the interdepartmental union management committee level.

The Canadian Association of Professional Employees (CAPE) requested a breakdown of the Phoenix/Pay grievances by subject. The Department responded that this information breakdown is not captured in the current version of the PeopleSoft system.

The Canadian Merchant Service Guild (CMSG) indicated that there is a lack of confidence by members in the Priority Payment process, as the Department recovered monies in the past and that the filing of grievances does not work as the members do not get paid through that process. CSMG stated that a test case in the Maritimes, in which a member requested a priority payment to determine whether the Priority Payment works efficiently or not, is still on-going. It was also noted that given the Phoenix system is not programmed for the CSMG's members' schedules, it was proposed that an audit be conducted prior to issuing any retro payments to fix all of the issues.

The Associate Deputy Minister reminded management to ensure the accuracy of the information that is provided to the Pay Centre.

**Actions Required:**

- The Deputy Minister to send an email to the union stewards in recognition of their efforts in assisting employees with Phoenix/Pay issues; and
- Consider the feasibility of initiating an audit of employee's pay history.

OPI: HRMS

**AGENDA ITEM 10: Grievance Statistics**

*Tom Balfour, DG, Human Resources and  
Todd Panas, National President, UHEW*

UHEW requested an annual report on the number of grievances in the Department broken down by bargaining agents. He stated that the grievances should be resolved at the lowest level possible and as such, requested the number of grievances at first and second level and the number of grievances upheld, rejected and resolved. In addition, he requested the number of harassment grievances and complaints and the number of violence complaints in the last five years. Additionally, UHEW proposed that a Joint Task Force Committee be established to address issues related to harassment and violence in the workplace in a timely fashion.

The DG, Human Resources stated that a breakdown of the statistics requested by UHEW is possible and an analysis can be conducted to determine the areas that need improvements. A breakdown of current grievances by region, types and group was presented to the participants. The Associate Deputy Minister indicated that an annual report with the requested detailed information will be provided (in order to keep track year by year) and considerations will be given to the Joint Task Force Committee.

CMSG and PIPSC expressed concern that grievance responses were not being issued. The Director of LRCOE advised that she will enquire about the status of the grievances. It was also communicated that future concerns be raised with her directly so that she may be of assistance to the bargaining agents in resolving their issues.

UHEW inquired if serious cases were still being reviewed by senior management through the National Case Management Committee (NCMC). The DG, Human Resources indicated that the NCMC was still meeting and its purpose is to ensure consistency across the Department with respect to discipline for serious cases.

**Actions Required:**

- Provide an annual report on the number of grievances with the above-mentioned details and the numbers of harassment complaints, harassment grievances and violence complaints.
- Begin discussion on the Joint Task Force Committee.

OPI: LRCOE and Workplace Well-Being

**AGENDA ITEM 11: Update on the Security Program Review**

*Dominic Laporte, ADM, Human Resources and Corporate Services and  
Todd Panas, National President, UHEW*

UHEW thanked the Deputy Minister for mandating an expert to conduct an audit on the Departmental Security Office's (DSO) procedures and practices. He was pleased with the report's recommendations and with the decision to maintain the delegation concerning the security clearance with the ADM, Human Resources and Corporate Services. However, significant concerns still exist regarding how the investigations are conducted in the Department. As a result, UHEW proposed that:

- UHEW be involved in the review of the Administrative Investigations Policy; and
- A pilot project be established to allow UHEW to participate in the investigations conducted by the DSO.

The ADM, Human Resources and Corporate Services indicated that training was provided to the DSO, WWB, and LRCOE by TBS and the Centre for Labour and Employment Law (CLEL). It was also stated that good progress was being made with respect to all recommendations included in the report. It is expected that all of the recommendations will be implemented by April 1, 2018. He noted that a business case was submitted to increase the number of staff to conduct forensic investigations. It was clarified that harassment investigations require a different skill set as compared to a security investigation. Therefore, these types of investigations will be handled by external contractors through the Workplace Well-being Directorate.

**Actions Required:**

- Provide UHEW an opportunity to review the Administrative Investigations Policy.
- Consider a pilot project where the UHEW could participate into investigations.

OPI: DSO

**AGENDA ITEM 12: Career Development Consultation Committee - PIPSC**

*Tom Balfour, DG, Human Resources and  
Judith Leblanc, President, National Consultation Team, PIPSC*

PIPSC stated that a plan is needed to create a Career Development Consultation Committee (CDCC) as it is a requirement under the SP, NR, AV, CS, SH and the RE collective agreements. The DG, Human Resources confirmed that a CDCC will be established as per the collective agreement requirements and



will include representatives from Staffing and from the Talent, Learning and Performance Management Centre of Expertise.

Actions Required:

- Establish a Career Development Consultation Committee.

OPI: Talent, Learning and Performance Management Centre of Expertise and Corporate Staffing

**AGENDA ITEM 13: Contracting Out - Mailroom**

*Dominic Laporte, ADM, Human Resources and Corporate Services and  
Todd Panas, National President, UHEW*

UHEW underlined that this item was raised at the Internal Services Union Management Consultation Committee. It was recognized that the collective agreement permits the Department to contract this function out but given that there is still internal mail to deliver, they requested management to reconsider their position on this matter.

The Chief Information Officer indicated that the mail activity has decreased significantly and further to an in-depth analysis, it is not viable to hire a person to perform this function. He noted that this function will continue to be monitored by management.

**AGENDA ITEM 14: Public Service Employee Survey**

*Tom Balfour, DG, Human Resources*

The DG, Human Resources provided a status update on the Public Service Employee Annual Survey (PSEAS) and the 2017 Public Service Employee Survey (PSES). More particularly, information was shared on the gaps that exist between the 2017 DFO results and overall public service results. Also, highlights in the differences between the 2014 and 2017 survey results were shared. The DG, Human Resources outlined the communication strategy that was developed to broadcast the 2017 PSES results to the Department.

UHEW expressed concern that the results were not shared with the unions and asked if they could be shared with all bargaining agents; they were concerned that the results were not shared; this will allow management and the bargaining agents to work collaboratively to resolve issues. As this is public information, the Commissioner thought that the unions already had this information. The Department will ensure that the results are shared with the bargaining agents. The RDG, Maritimes Region and the Commissioner, as co-champions for this file, committed to providing the results of the survey with the bargaining agents and to schedule a meeting to discuss creating a joint union/management action plan.

PIPSC pointed out that the annual survey is too high level and that it should be more precise.

Actions Required:

- Share the PSEAS and the PSES results with the bargaining agents.
- Follow-up meeting to be set-up between the bargaining agents, the Commissioner and the RDG, Maritimes Region.

OPI: Workplace Well-Being

**AGENDA ITEM 15 Performance Management**

*Tom Balfour, DG, Human Resources*

The DG, Human Resources provided the status on DFO's mid-year completion rate (61%, excluding CCG seagoing and light keeper personnel, as well as BC Hatchery and BC Stock Assessment employees that report offline). He indicated that this rate is significantly below the core public administration at 68%. In order to improve on this front, regular follow-ups were made with groups that are showing low completion rates to identify issues and to support them as required. It was indicated that the completion rate reports, derived from the PSPM Application, are extracted, monitored and reported upon for beginning of year, mid-year and year-end. He also indicated that detailed reports are provided to senior management before and after these deadlines, for review and follow-up, and to encourage a high level of participation.

UHEW emphasized that the completion of the PMA is crucial and the information contained therein should be provided by management, not by the employees.

PIPSC encouraged managers and directors to review the PMA of their employees as this will provide relevant information with respect to their workplaces.

The Associate Deputy Minister recognized that this tool is not used in the most efficient manner and there is room for improvement in that area.

**AGENDA ITEM 16: DFO Checklist for Onboarding New Employees**

*Tom Balfour, DG, Human Resources and*

*Judith Leblanc, President, National Consultation Team, PIPSC*

PIPSC indicated that it is important for new members to know who to consult on labour relations matters. It was proposed to update the union stewards list.

The DG, Human Resources confirmed that each union will be consulted in order to update their union stewards list.

CMSG supported this idea as several employees are in a unionized position for the first time in their career.

**Actions Required:**

- Update the union stewards list and the LRCOE Intranet site.
- Prepare a bargaining agent one-pager to include in the onboarding material provided to new employees.

OPI: LRCOE and Corporate Staffing

**AGENDA ITEM 17: Round Table and Closing Remarks**

*Catherine Blewett, Deputy Minister*

UHEW proposed the creation of a Joint Staffing Sub-Committee. The purpose of this committee would be to discuss common staffing issues (e.g. Staffing complaints) and to identify solutions. This initiative is being proposed in spirit with the New Direction in Staffing.

The ADM, Human Resources and Corporate Services indicated that there are tools in place to monitor and capture various information concerning Staffing and that this information could be shared with the bargaining agents.

The Associate Deputy Minister stated that more consideration will be given on this suggested forum.

Actions Required:

- Consider proposal of a Joint Staffing Sub-Committee.
- Provide information on Staffing to bargaining agents.

OPI: Corporate Staffing

The Associate Deputy Minister provided a high level summary of the meeting and the Deputy Minister thanked the participants for their attendance.

Approved by:

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Catherine Blewett  
Deputy Minister  
Chair for Meeting of November 27, 2017

**Fisheries and Oceans Canada Representatives:**

<b>Catherine Blewett</b>	Deputy Minister
<b>Kevin Stringer</b>	Associate Deputy Minister
<b>Jeffery Hutchinson</b>	Commissioner — Canadian Coast Guard
<b>Mario Pelletier</b>	Deputy Commissioner — Operations, Canadian Coast Guard
<b>Andy Smith</b>	Deputy Commissioner — Strategy and Shipbuilding, Canadian Coast Guard
<b>Trevor Swerdfager</b>	Senior Assistant Deputy Minister, Delivery and Results
<b>Anne Lamar</b>	Senior Assistant Deputy Minister, Strategic Policy
<b>Philippe Morel</b>	Assistant Deputy Minister, Aquatic Ecosystems
<b>Sylvie Lapointe</b>	Assistant Deputy Minister, Fisheries and Harbour Management
<b>Dominic Laporte</b>	Assistant Deputy Minister, Human Resources and Corporate Services
<b>Pablo Sobrino</b>	Assistant Deputy Minister, Finance and Chief Financial Officer
<b>Wayne Moore</b>	Director General, Strategic & Regulatory Science Directorate (for Arran McPherson A/Assistant Deputy Minister, Ecosystems and Oceans Science)
<b>Hachem Ben Essalah</b>	Chief Information Officer
<b>Stephen Sharzer</b>	Senior General Counsel, Legal Services
<b>Lily Abbass</b>	Associate Regional Director General (for Kevin Anderson, Regional Director General, Newfoundland and Labrador Region)
<b>Patrick Vincent</b>	Regional Director General, Quebec Region
<b>Sarah Murdoch</b>	Director, Policy and Economics Analysis (for Rebecca Reid, Regional Director General, Pacific Region)
<b>Jackey Richard</b>	Associate Regional Director General (for Serge Doucet, Regional Director General, Gulf Region)
<b>Dale Nicholson</b>	A/Regional Director General, Central & Arctic Region
<b>Mary-Ellen Valkenier</b>	Regional Director General, Maritimes Region
<b>Julie Gascon</b>	Assistant Commissioner, Central & Arctic Region, Canadian Coast Guard
<b>Cliff Hunt</b>	Regional Director, Integrated Technical Services (for Roger Girouard, Assistant Commissioner, Western Region, Canadian Coast Guard)
<b>Jane Kelsey</b>	Regional Director, Integrated Technical Services (for Wade Spurrell, Assistant Commissioner, Atlantic Region, Canadian Coast Guard)
<b>Marian Hubley</b>	Director General, Communications
<b>Tom Balfour</b>	Director General, Human Resources
<b>Shairoz Moledina</b>	Director, Labour Relations Centre of Expertise
<b>Mathieu Giroux</b>	Manager, Labour Relations Centre of Expertise
<b>Philippe Lacasse</b>	Manager, Labour Relations Centre of Expertise
<b>Kevin Charbonneau</b>	Senior Labour Relations Advisor, Labour Relations Centre of Expertise

**PRESENTERS**

<b>Michelle Wheatley</b>	Executive Lead, Oceans Protection Program Secretariat
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**NOT IN ATTENDANCE**

<b>Morley Knight</b>	Assistant Deputy Minister, Fisheries Policy
<b>Nicole Primeau</b>	Chief Audit Executive, Internal Audit

**National Union Representatives:**

<b>Todd Panas</b>	National President, Union of Health and Environment Workers
<b>Marc Blanchard</b>	Regional Vice President – Scotia-Fundy Region, Union of Health and Environment Workers
<b>Benoit Thibeault</b>	Regional Vice President – Quebec Region, Union of Health and Environment Workers
<b>Steve Maund</b>	Regional Vice President – PEI Region, Union of Health and Environment Workers
<b>Teresa Eschuk</b>	National Vice President, Union of Canadian Transportation Employees
<b>Judith Leblanc</b>	President, National Consultation Team, Professional Institute of the Public Service of Canada
<b>Sarah Godwin</b>	Professional Institute of the Public Service of Canada
<b>Joy Thomson</b>	Canadian Merchant Service Guild
<b>André Picotte</b>	A/President, Canadian Association of Professional Employees
<b>Anita Bangiricenge</b>	Canadian Association of Professional Employees
<b>Allan Hugues</b>	President, Unifor – Local 2182
<b>Paul Cameron</b>	Assistant Business Manager, International Brotherhood of Electrical Workers
<b>Dany Richard</b>	Departmental Representative, Association of Canadian Financial Officers

**NOT IN ATTENDANCE**