

2019 Sub-group President's Report

September 14, 2019

Authors

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Acknowledgements

NR Sub-group Presidents/Representatives, NR Group Executive

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Executive Summary

On May 10, 2019 the PIPSC NR group executive, NR sub-group representatives and observers held the annual NR sub-group presidents meeting. The purpose of the meeting was to provide an opportunity for the sub-groups to discuss issues of concern raised by their members in the workplace.

A total of fifteen (15) sub-group representatives attended the meeting where a variety of concerns were presented that detailed in general, a deterioration of NR member's profession, and workplace environment.

The major sources of concerns raised by the sub-groups are not surprising and revolve around, but are not limited to, some common core items: contracting-out of services, ambiguous work descriptions, hiring practices (lack of transparency), professional development (lack of training), government of Canada workplace roll-out, and a host of pay issues. A combination of these issues has increased workplace anxiety and created a "toxic: environment in some cases.

Moreover, PIPSC policy requirements for reporting to the NR executive was found to be too onerous on some sub-groups; most sub-groups were struggling just to maintain local executives cohesion, with on going changes in executive membership effecting sub-group performance..

In conclusion, the major issue effecting members is contracting-out of services. The contracting of services robs NR members of career development opportunities as professionals.

Introduction

On May 10, 2019 the PIPSC NR group executive, NR sub-group representatives and observers held the annual NR sub-group presidents meeting. The purpose of the meeting was to provide an opportunity for the sub-group to discuss issues of concern raised by their members in the workplace. The agenda for the meeting is found in Appendix A1.

A total of fifteen (15) sub-group representatives attended the meeting where a variety of concerns were presented that detailed in general, the deterioration of NR member's profession, and workplace environment.

Each sub-group representative presented a verbal report at the meeting, and consequently, were requested to send one page summary report to the NR Group secretary for compilation in this report. A total of ten (10) sub-group reports were received of the fifteen (15) who attended, and two (2) additional reports regarding a communications strategy for reporting sub-group activities to the national NR group Executive. Reports submitted can be found in Appendix A2.

Table 1 presents a record of attendance and reports made at the president's meeting and from reports submitted thereafter.

Table 1 - Attendance

Region	Sub-group	Member	Attend	Meeting Report	Sub-group Report (written) Issues	Regional Report (written) Communications
Atlantic	Fredericton	Michelle Doherty	Yes	Yes	1	
Atlantic	Halifax	Dave Rutherford	Yes	yes	1	1
Atlantic	Moncton	David Melanson	Yes	Yes	1	
Quebec	Ville de Quebec	Jean Binnette	Yes	Yes (ppt)	-	-
Quebec	St. Hubert	Hassan Dahbikali	Yes	Yes	-	
Quebec	Ville de Marie	-				
Ontario	4900 Yonge Street	Elizabeth Ohi	Yes	Yes	1	1
Ontario	Hamilton/Burlington	Frank Seglenieks	Yes	Yes	1	
Prairies	Edmonton	Linda Olson-Lipinski	Yes	Yes (ppt)	1	-
Prairies	Calgary	Shirley Tso	no	-	-	
Prairies	Winnipeg	-	-	-	-	
Prairies	Suffield	-	-	-	-	
Pacific	Vancouver	Ted Molyneux	Yes	Yes	-	-
Pacific	Vancouver Island	Tom Percy	Yes	-	-	
NCR	NRCAN	Martin Thomas	Yes	Yes	1	-
NCR	PSPC	Cameron Smith	Yes	Yes	1	
NCR	Place de ville	Ad Abidi	Yes	Yes	-	
NCR	Shirley's Bay	Dino Cule	Yes	Yes	1	
NCR	DND	Sheilei Liu	No	Yes (GS)	-	
NCR	Gatineau	Craig Palmer	Yes	Yes	1	

Method

A basic analysis of the reports was made by searching for common word themes; common themes were compiled in a tally sheet (Table 2).

Results

Table 2 presents an analysis of issues reported by identifying common themes.

Table 2 – Sub-group Issues

Sub-group Name	Work Descriptions	Hiring Practices - Transparency	Contracting Out	De-Professionalization	Professional Registration	Professional Development /training	GC Workplace Roll-out	Leave	Workplace Stress Performance Assessments/ /Harassment	Pay /PHEO NIX
Fredericton	*	*	*			*		*	*	*
Halifax	*		*			*	*		*	
Moncton		*							*	*
Hamilton/ Burlington							*		*	
4900 Yonge	*		*	*			*		*	*
Edmonton		*			*			*	*	*
Gatineau	*	*					*		*	
NRCAN	*		*							*
PSP	*	*	*	*	*		*		*	
Shirley's Bay		*				*			*	*
Totals										
10	6	6	5	2	2	3	5	2	9	6

Discussion

Contracting Out – DND and PSP are increasingly using contract service to do what has been traditionally public servant work. The Defence Construction Canada and the Naval Engineering Test Establishment (Weir Group Inc) has grown exponentially over the past few years. It has become readily apparent to young NR members to question their future within DND given the growth in contracted services within the workplace (Halifax). It is suggested, that the NR group should target strengthening the contracting out clauses within our collective agreement, possibly using the CS group model. The CS group are able to demonstrate value for money in wage negotiations when comparing the cost of public servant support to contracted services.

Classification (Work descriptions) - The move to Standard Job Descriptions (SJDs) is cause for concern; since, job descriptions are watered down and ambiguous. The roll out of SJDs has begun in DND, and have been part of other departments (NRCAN, EC and PSPC) for several years. Ambiguity may cause problems in the future as they become subjective to interpretation where a NR member may be placed in any professional discipline; in addition, dual classification staffing postings where the group and level are listed as ENG-04/PC-03 are adding to uncertainty.

As an example, some staff are given projects beyond their capability (non-professional AR-04 given \$32 million dollar project as project manager, resulting in stress leave and/or request to be given a higher classification even if not a professional – this is extreme.

Finally, regional disparity between NR classifications where region versus the NCR continue to be a source of aggravation.

Career Development - Staffing rules have been relaxed to the point, whereby members are seeing a dramatic increase in the hiring and promotional appointments of individuals through non-advertised hiring processes. This unfairly denies our membership from competing for promotional opportunities in an open, fair and transparent process. It is very difficult to seek recourse on these processes; (6 in 10) sub-groups rate this as a concern.

Open Concept Work Place (Work Place 2.0 plus/ GC Workplace) – The move to an open concept workplace is not going well in some instances. In Gatineau (Environment Canada) for example, the following has been noted in consultations between some unions and management:

- a. The disconnection in communication between employees and the Facilities Management. Issues brought up by employees of the floors affected were not being relayed from the supervisors/managers or floor coordinators to Facilities Management.
- b. Information not being disseminated to the affected employees – names of floor coordinators, duty to accommodate process and who to contact.
- c. Emergency evacuation – The Building Capacity Assessment (BCA) furnished by the building owner estimated the maximum capacity per floor based upon the National Building Code, where in actuality, the National Fire Code limits have priority, as per the Fire Marshal. There were discrepancies between the BCA data and actual measurements made by the OHS of the fire escape stairwell. The Fire Marshal also highlighted problems with the evacuation plan that was currently being practiced.

- d. Other: Increased noise concerns, lack of storage and desk space, chairs backing into neighbouring cubicle chair, inadequate bathroom facilities – line ups

(5 in 10) sub-groups rated Work Place 2.0 as a concern.

Workplace Environment

There are many stressors being observed by member's which are causing a deterioration in the workplace environment; examples of these stressors are as follows:

1. Harassment of older staff by private sector clients for not allowing private clients to pass inspections and receive approval due to lack of submission of proper documents.
2. Management systems: Too much reporting required; too many different types of software (HRG travel, SIGMA time and National Project Management System); too much time wasted by TB and management on projects, rather than doing actual work.
3. Members have voiced many complaints as to not having adequate space to do their work, on some days not even to being able to find a place to sit, continuing issues with WI FI and managers' not supporting work at home arrangements. Most members affected are Engineers and Architects.
4. Work/life balance, where some members are in a division where working from home is no longer allowed, which has caused a lot of stress for members, who live a longer distance away who used to be able to work a day or two from home.
5. Members have concerns over recrimination if dealing with issues with management improper behaviour and if planning to file a grievance.
6. Members are concerned that despite high workloads management is not hiring new staff to fill vacant positions, the AECO group are shrinking for a number of years through attrition and retiree's positions are not being re staffed. BGIS is taking on more and more work that could be done by NR members and this looks to be increasing. Outsourcing is a concern of the Edmonton NR sub group.

Conclusions

Contracting out of members' services and lack of professional development and career progression opportunities, in combination with work place stressors, is leading to overall deterioration in the workplace environment for members.

There is a significant rise in the practice of hiring consultants at PSPC (BGIS and other firms), and Defence Construction Canada (DCC) and the Naval Engineering Test Establishment (NETE) at DND is taking over the traditional roles of NR members on an on-going and increasing basis. The contracting of services robs NR members of career development opportunities as professionals.

Adding to the uncertainty are ambiguous work descriptions and non-transparent hiring practices, allowing some NR members to be placed in any professional discipline; or dual classification staffing postings where the group and level are listed as ENG-04/PC-03 is taking work away from NR members. In some cases multi-million dollar contracts at PSPC are managed by non-NR members, despite reporting requirements of their profession.

Work-place roll out and harassment continue to add to the woes of NR members and to the deterioration of the workplace in general.

It is not surprising that PIPSC policy requirements for reporting to the NR executive is not found to be high on a list of priorities for sub-group members, given the previous discussion. It is recommended that documentation submitted to obtain group allotment is re-routed to the NR group via the sub-group executive assistant, to be stored in a separate folder either on PIPSC web site, or through a Gmail account.

Appendix A1

NR SUB-GROUP PRESIDENTS BARGAINING CONFERENCE and ACTIVITIES

May 10, 2019

Hilton Lac Leamy, Gatineau, Quebec

AGENDA

8:00 - 9:00	- Breakfast Meet and Greet
9:00 – 9:15	- Welcome and Introductions - David Young, Glen Schjerning,
9:15 – 10:15	- Presidents Round table – review activities of sub-groups
10:15 – 10:30	- Health Break
10:30 – 12:00	- Bargaining – Review of demands
12:00 – 13:00	- Lunch
13:00 – 13:45	- Bargaining – Review of demands (continued)
13:45 - 14:30	- Creating sub-group by-laws
14:30 – 14:45	- Health Break
14:45 – 15:30	- Breakout sessions - Communications
15:30 – 16:15	- Breakout sessions report back
16:15 -16:30	- Summarise and prioritize feedback/Communication Strategy/Wrap up

Appendix A2

Sub-group Presidents Reports

NR Subgroup Presentation – Gagetown

I'm an Engineer with DND Gagetown and have been a member of PIPSC for only 8 months. Just a week ago I was nominated and accepted a position as Treasurer of our subgroup. I come to this meeting with the unique perspective of a first-time union member: I've spent most of my 21 year career non-unionized in the private sector where I negotiated my own salary and benefits; so the idea of 'collective bargaining' is a bit foreign to me and I'm learning as I go.

A second unique perspective that I bring is that our subgroup is very small (10 people) compared to the other subgroups. With the exception of one member who works with Agriculture and Agri-Food Canada (AAFC) in Fredericton, the remaining 9 of us work in the same building, on the same floor, so even when we are not having a formal meeting, we are frequently having coffee together and talking about our 'collective' issues. Compared to other subgroups, where scheduling meetings was reported to be a challenge, we can usually schedule a meeting a few days in advance and have 90-100% participation. Our last subgroup meeting was a week before I came to Ottawa. We met to discuss issues that the group wished to share during the President's meeting and AGM. Many of our concerns echo those of the other subgroups (i.e. phoenix, contracting out, job classifications, etc). I noted some of these during my oral presentation, but a few others I didn't have time to mention I've added here:

- Contracting out – We work very closely with DCC and believe they should be part of PIPSC if they are performing engineering work. We worry about DCC doing our jobs when we don't have the capacity because it takes so long to fill positions at DND after people retire (i.e. we worry about our positions becoming redundant);
- Access to training for our subgroup is poor - Maybe this is a location issue for us, where we aren't in a major urban centre, but we find we do not get the career development opportunities that we would like;
- Family-related leave – would like more or the ability to carry over all or a portion of FR leave from one FY to the next, so that it's available when needed;
- Reimbursement for professional dues is very slow, sometimes 3+ years;
- Salary Wage Envelop (SWE) budget was not increased when the last agreement was negotiated, so there are insufficient funds to fill vacant positions or for us to access overtime compensation;
- We are being paid less annually than the amount promised by our collective agreement - I'm not sure if this is happening with other subgroups, but this issue was discovered and brought up to HR by one of our members, several years ago. He noticed that the amount paid to him at the end of the year was about \$350 less than his stated salary. At the time he was told it was a 'rounding' issue and that he'd get it back the following year. A little more investigation into this found that wasn't true. The discrepancy 'supposedly' catches up / balances out over 11 years; however, if someone leaves before the 11 years are up they are not compensated for the underpayment. We aren't sure exactly the 'how' or 'why' of this issue but an investigation and correction would be welcomed. We want to make sure we are getting our **full** salary annually, as per our collective agreement;
- Would like an update on " employee wellness support program "; and,
- Lack of consistency in the job classifications – example: people in one DND location working at ENG 05 may be doing the same work as an ENG 04 in another location. Other subgroups also noted non-Engineers being hired in ENG positions.

I have really enjoyed the opportunity to represent my subgroup this weekend. Thank you!

Halifax NR Sub-Group Workplace Concerns

The following is a summary of workplace concerns that we are hearing within the Halifax Sub-Group:

- Contracting Out. This concern is mainly within DND where the department is increasingly using contract service to do what has been traditionally public servant work. The growth in work assigned to Defence Construction Canada and the Naval Engineering Test Establishment (Weir Group Inc) has grown exponentially over the past few years and is becoming alarming. It has become readily apparent to our young hires to the point that they are questioning their future within DND given the growth in contracted services within the workplace. We should target strengthening the contracting out clauses within our collective agreement in a manner similar to the CS Group. It is my understanding that they are now able to demonstrate value for money in wage negotiations when comparing the cost of public servant support to contracted services.

- Classification reform. The move to Standard Job Descriptions (SJD) by ADM HR (Civ) in DND is cause for concern in that job descriptions will become watered down and ambiguous. The roll out of SJDs has begun in Halifax and will spread throughout our membership. Ambiguity may cause problems in the future as they become subjective to interpretation. Regional disparity between NR classifications in the region and NCR are a continuing source of aggravation.

-Career Development. Staffing rules have been relaxed to the point whereby we are seeing a dramatic increase in the hiring and promotional appointments of individual through non-advertised hiring processes. This unfairly denies our membership from competing for promotional opportunities in an open, fair and transparent process. It is very difficult to seek recourse on these processes.

- Open Concept Work Place (Work Place 2.0 plus) - Although anecdotal, the move to an open concept workplace is usually not well received by those individuals affected.

Dave Rutherford

President Halifax NR Sub-Group

Please find below notes/issues from the Moncton NR Sub-Group.

1. Hiring process is not transparent or fair.
2. Letter of Instructions are being used to discipline employees and these letters can stay on the employee's file forever. We do not find that to be fair. Discipline letters are removed within two (2) years.
3. PHEONIX – Negative impact on many members.
4. School presentations were done in the Francophone District and the Anglophone District in Greater Moncton.
5. Dale Hudson did two (2) Health and Wellness presentations to our NR Sub-Group members and to PIPSC members. Thank you Dale.
6. Christmas Social and AGM on Thursday December 12th at Vito's at 6:30pm (date has been changed due to availability of the special room at Vito's)

NR 4900 Yonge Subgroup workplace concerns:

- (1) Deprofessionalism: EG's who are not licensed with respective professional associations, who did not do internship and training with respective professional associates are being put in AR-04 positions. Management claims that salaries in the private sector are higher so to attract private sector, they are giving AR and ENG positions to younger and/or newly higher staff, but are discriminating against existing staff as unqualified due to lack of HR experience. Newer and newly hired staff do not have HR experience but are given these positions anyway.
- (2) Overtime: Existing staff are working overtime to carry projects out because new staff do not know requirements. Overtime must be calculated in advance for approval by Regional manager and forms with rationale provided by staff but this does not allow for timely approvals by staff if contractor is working on a weekend and requires direction resulting in delay claims by contractor.
- (3) Staff given projects beyond their capability (non-professional AR-04 given \$32 million dollar project as project manager), resulting in stress leave and/or request to be given a higher classification even if not a professional.
- (4) Professional staff given high dollar value projects (\$100 million) but not the higher level and/or subordinate staff to help them.
- (5) Omission of Land Surveyors to be Regional Managers, as only Architects and Engineers may be considered for the position. Possible infraction of Human Rights (current Regional Manager of Geomatics is female).
- (6) TC: Harassment of older staff by private sector clients for not allowing private clients to pass inspections and receive approval. Staff will not approve private sector clients due lack of submission of proper documents. TC management receiving and agreeing with private sector client complaints of harassment by TC staff for not giving TC approvals of aviation equipment. To reinforce TC's claim of staff member's inappropriate behaviour, TC management adds additional charge that there should not be any use of exclamation marks in emails because it is like yelling at the person receiving the email.
- (7) Too much reporting required and too many different types of software (HRG travel, SIGMA time and project management, National Project Management System, copious number of passwords) requested by TB and management on projects, rather than doing actual work. Management will not resist upwards but allow copious reporting to flow downwards onto staff.
- (8) Workplace 2.0: Staff have to allow 15 minutes of non-billable time to pack and unpack computers. If a designated workstation is required due to disability, HR may or may not comply even if given doctor's note 5 years ago. Designated workstations tend to have larger screens for older workers who cannot see that well (including the author of this document). When provided larger screens, these stations are attractive and are then occupied by non-disabled workers who complain to HR. HR prefers not to confront the disgruntled non-disabled worker and to tell the sight impaired staff that they may not have a designated workstation.

Communication strategy to convey annual sub-group reports to the National NR executive

1. Email reports to both NR Group President and Natalie Belanger for publication to PIPSC website.

Planned sub-group AGM and possibly, executive meeting dates over the following calendar year as well as a means to providing copies of sub-group AGM minutes, including financial reports:

- NR 4900 Yonge group will be able to coordinate sub-group AGM with Burlington/Hamilton NR Subgroup by mid-October 2021 by using the following dates scheduled as follows:
 - NR Subgroup AGM August 2020
 - NR Subgroup AGM October 2021

Hamilton-Burlington NR subgroup 2019 report

Workplace concerns:

- Getting a new contract in place before the election (done)
- Getting an agreement on the Employee wellness program
- Work/life balance, some members are in a division where working from home is no longer allowed, this has caused a lot of stress for members, especially ones who live a longer distance away who used to be able to work a day or two from home.

Communications strategy:

- Had a discussion with 4900 Younge Street office representative about possibly trying to coordinate AGMs so that if a headquarters member was coming to the AGM they could just do one trip
- In general Hamilton-Burlington has their meetings in November, unfortunately Younge Street used to have their meeting in the fall but recently had one in April
- If necessary they could delay their 2020 meeting until July and then have their 2021 meeting in October either a day before or after Hamilton-Burlington
- So the final result would be:

- Younge	- Hamilton-Burlington
- Apr 2019	- Nov 2019
- Jul 2020	- Nov 2020
- Oct 2021	- Oct 2021

-
- But it was also questioned as to whether or not someone travelling from headquarters would actually stay over a day in the GTA between AGM meetings or would they just return to Ottawa, if that is that case what is the point of syncing up the AGMs between the two groups.

NR Edmonton Sub Group Workplace Concerns

- The Edmonton Sub group are largely concerned about wages keeping pace with the cost of living in Canada. The cost of living index does not adequately report on the cost of housing and only covers the cost of rental housing. NR members' salaries are not keeping up with the cost of living since about 2006.
- While there are processes in place to request overtime, still it is necessary to get approval in advance which is not always possible. There is a large amount of overtime being done which is not compensated and affects members' work life balance and mental health.
- There have been issues of harassment in our group which are recently improving due to changes in management, members openly expressing their concerns and management support.
- Additional holiday for the Christmas period to have a block of leave from Christmas to New Years for all NR members.
- Members have concerns over recrimination if dealing with issues with management improper behaviour and if planning to file a grievance.
- Members are concerned that despite high workloads management is not hiring new staff to fill vacant positions, the AECO group are shrinking for a number of years through attrition, retirees positions are not being re staffed. BGIS is taking on more and more work that could be done by NR members and this looks to be increasing. Outsourcing is a concern of the Edmonton NR sub group.
- Professionals need regular training and upgrading and these requirements have recently increased in Alberta with the number of hours of continuing education for architects 35 hours per year; this is almost 1 week, Engineers and Professional Land Surveyors are also required to maintain their continuing education responsibilities. It is important to emphasize the professionalism for NR members, that members are required by their professional obligations to serve and protect the public interest.
 - Architects are guided by the architect's act in each province where they are licenced. This covers the legal responsibilities for those who practice architecture, including qualifications, professional conduct standards, liability, and certificates of practice. It also establishes the authority and mandate of the Architectural Associations for each province which are regulatory bodies for the profession.

NRCAN Sub-group – Presidents report

Summary of Statement Made at NR Sub-Group Presidents Meeting:

Issues Raised/Discussed by Members of Natural Resources Canada, NR NRCan sub-group working in the NCR (in no particular order of priority):

1. Progress on Bargaining for New Collective agreement.
2. Contracting out of work (opportunities for existing staff).
3. Phoenix pay system (some members have been affected).
4. New Job Descriptions (Generic not Specific. If the position requirement is very specific then why isn't the job description).
5. The new Wellness program.
6. Collaboration with NRCan Management to develop and improve the health and wellbeing of the workplace (BBQ,fitness centre, Fitness trail).

PIPSC PSPC NCR NR Sub-Group Report 2018 to 2019

Prepared by: Cameron Smith, PIPSC NR Subgroup President

Dated: 19 July 2019

The year 2018 to 2019 has seen a higher than normal ratio of major concerns especially from members located with PSPC Real Property Technical Services and Parliamentary Precinct Branch. The following is a summary of the main concerns as per the PSPC NR Subgroup. These are as follows:

- 1) **Hiring Practices** - Non-transparency of hiring practices. PSPC Real Property Technical Services A & E members have complained about unfair and non-transparent practices. The result for many of the members has been a mass exodus of professionals to other sectors and departments and low morale given little to no opportunities for career advancement;
- 2) **Contracting Out** – Although this was identified on the survey as not a priority members in Real Property and especially Parliamentary Precinct Branch have identified it is a major concern. There is definitely a significant rise in the practice of hiring consultants for much longer periods of time sometimes extending from two to 8 years of the same person in the same role. This is a major concern not only for taking positions away from members but stopping members from career advancement as often the consultants are in senior roles.
- 3) **De-professionalization** – There continues to be issues with not receiving support to go to conferences and undertake training to maintain professional registration status and to maintain the level of knowledge required for members' positions. The move to generic work descriptions where any professional could do the others work is also of major concern.
- 4) **Professional Registration** – Issues have arisen on engineers and architects registrations which are mandatory either not being covered and when they are being taxed as a benefit. A number of initiatives have happened such as collective bargaining and a grievance submission which is good but there is still concern of it being addressed for the long term.
- 5) **GC Workplace Roll-out** – This continues to be a bone of contention particularly for those located at PDP III on the 8th floor. Members have voiced many complaints as to not having adequate space to do their work, on some days not even to being able to find a place to sit, continuing issues with WI FI and managers' not supporting work at home arrangements. Most members affected are Engineers and Architects. There appears to be a non-caring attitude from management on the type of work these professionals do such as having to work on large scale plans, needing face to face time and space to discuss issues that arise often momentarily from senior management. Boardrooms are continuously booked by others not on the 8th floor. In some cases shouting matches have occurred between employees as to space issues. Certain groups have taken over certain areas and make negative comments to those who are not in their group but who decide to sit there. This work environment has resulted in a high level of stress and mental well-being is at an all-time low for many.

END OF COMMENTS

PIPSC Gatineau NR Subgroup Report 2018 to 2019

Not to be published.

Shirley's Bay NR Subgroup Workplace Concerns 2019

Major sub-group workplace concerns are career progression and development, and ongoing Phoenix issues.

Career Progression and development

At CRC (Shirley's Bay) there are no non-management positions above a ENG-04 level. This means that in order to progress to an ENG-05 and above level, it is necessary to obtain a CBC language rating and to abandon research work. The language training provided onsite is viewed as insufficient for obtaining a CBC level, while technical excellence above an ENG-04 level is expected of established employees.

The implementation of an Eng Development Framework is a source of unknowns and concern for employees. From an organizational perspective, DND has a similar framework in place, but since the specific details are different (most importantly timeframes) there is a lack of consistency across the public service. Note that similar Development Frameworks have or are in the process of being put in place for the CS and EL employees.

Phoenix

The many issues with Phoenix that have been reported across the government are also present at Shirley's Bay. In addition to the pay related problems, there are increasing amounts of mental stress being exhibited. While the Government has recognized mental health issues in general, not dealing with this specific source of issues (Phoenix) will only continue to make things worse.