

**NATIONAL RESEARCH COUNCIL CANADA (NRC)**

**MINUTES OF THE 107<sup>th</sup> MEETING**

**OF THE**

**NRC – JOINT CONSULTATION COMMITTEE (JCC)**

**DATE:** June 16<sup>th</sup>, 2021  
**TIME:** 9:00 AM  
**LOCATION:** ZOOM Videoconference

**IN ATTENDANCE**

**Chairperson:**

Louis Poirier, President, PIPSC-NRC Consultation Team President

**Representing NRC:**

Michel Dumoulin, Vice-President, Engineering  
Emily Harrison, Vice-President, HRB  
Amy Campbell, Director Labour Relations and Compensation, HRB  
Leah Kennedy, Labour Relations Officer, HRB

**Representing Professional Institute of the Public Service of Canada (PIPSC):**

Cathy Cheung, President RO/RCO Group  
Stephan Grosse, RO/RCO Group Executive  
Louis Poirier, PIPSC-NRC Consultation Team President  
Dejan Toncic, Employment Relations Officer, PIPSC (absent)

**Representing Research Council Employees' Association (RCEA):**

Cathie Fraser, President  
Joan Van Den Bergh, Negotiator  
Marvin Zaluski, 1<sup>st</sup> Vice-President  
Michelle Lévesque, 2<sup>nd</sup> Vice-President

<b>ITEM</b>	<b>107<sup>th</sup> JCC - MINUTES – DISCUSSION</b>	<b>ACTION</b>
<b>107.1</b>	<b>Approval of Agenda</b> Agenda was approved with no new additions.	
<b>107.2</b>	<b>Minutes of the 106<sup>th</sup> Meeting of the JCC</b> The Minutes were approved with a request that the Minutes be brought forward in English initially with the request for translation going out after the JCC meeting is held to then share back with the JCC for a quality assurance review of the content that was translated to ensure it is consistent with what was exchanged.	
<b>107.3</b>	<b>Follow-up Action Items of the 106<sup>th</sup> Meeting</b>	
<b>91.6</b>	<b>Terms – Addressing EDI Impacts</b> PIPSC has asked if it is possible to produce a report that can be broken down under the term hire statistics to show how researchers are identified.	



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101.RT3	<p><b>Phoenix Damages – MOU Status</b></p> <p>Management shared that since the last meeting of the JCC the MOU has been signed and we are waiting for implementation guidance that is being led by TBS and PSPC. We have concluded the agreement and await for direction.</p> <p>Management commits to following up on this topic at the next JCC and they commit to creating an ECHO article on this topic to go out which will update employees on the MOU.</p> <p>The RCEA has asked that the article also be made available for retirees and former employees and they would like to post the same message that is posted in ECHO on the RCEA website.</p> <p>NOTE: A communication on the MOU and impacts for employees was sent out by Amy Campbell in August 2021.</p>	A.Campbell
102.6	<p><b>Parental Leave – Tool for Employees</b></p> <p>Management shared that the Compensation team in conjunction with the Communications Branch is working on updates to MyZone with the hope that with the renewal project (of MyZone) launched in the Fall, they will be able to provide clearer information to employees on maternity and parental leave options in addition to the impacts of other types of leave.</p> <p>Management shared that they have spoken with the HRGs to encourage them to have their employees/client groups connect with compensation as soon as possible when entertaining these life decisions which could include things like adoption, maternity leave, parental leave and other types of leave with or without pay.</p> <p>PIPSC expressed concerns that their members often go to their HRGs who say that they should firm up their dates before going to compensation.</p> <p>Management reiterated that employees should not wait until they firm up their dates but should reach out before they finalize these decisions to seek clarity and guidance from compensation around the impacts.</p> <p>Management also shared that they intend on sending out a small ECHO article to give employees a gentle reminder and prompt to seek out input and guidance from the compensation team when considering these life decisions to inform themselves of the potential impacts and options available.</p> <p>NOTE: An ECHO article was published on 22 July 2021 providing employees with a reminder to reach out to the Compensation team for further guidance and supports when contemplating leaves of absence.</p>	
102.RT1	<p><b>JCC Article for ECHO</b></p> <p>An article describing the JCC, its role and composition was drafted by Amy Campbell with Leah Kennedy and was shared with the Bargaining Agents in May 2021. The article was published in ECHO on June 10<sup>th</sup>, 2021.</p> <p>The RCEA requested access to the full ECHO article and where possible other ECHO articles as these are not accessible to the Bargaining Agents.</p>	

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	<p>Management commits to sending the ECHO article and will look into options for how the ECHO articles can be sent to PIPSC and RCEA.</p> <p>NOTE: The ECHO article containing the publication on the JCC in addition to all ECHO articles that were published since January 2021 were forwarded to both Bargaining Agents by Leah Kennedy.</p>	<p><b>A.Campbell</b></p>
<p><b>104.6</b></p>	<p><b>December Shutdown Communications</b></p> <p>Management shared that there is currently no communication on December Shutdown planned however, communications to Directors General have gone out speaking to vacation leave and encouraging managers to support their teams to plan and take vacation leave over the summer which in turn also serves to support employee's mental health. This message went on Friday the 11<sup>th</sup> of June. Additionally, HRGs have been speaking with their management teams about supporting employees to work the necessary hours to be able to bank December Shutdown leave.</p> <p>The RCEA inquired if messaging to employees will be sent out early such that employees have a lot of advanced notice to bank the necessary hours and that the opportunity to bank December Shutdown leave is not left until the last minute.</p> <p>Management suggested that an InterComm article may be a good way to address this topic which would give ample time to plan for working and banking the December Shutdown hours. Management suggests that Michel Dumoulin should look to raise this topic at a Research Operations Meeting and commits to doing so.</p> <p>The RCEA says that the issue with December Shutdown was more specific to AEP and requests that HR Management speak with the new DG at AEP about plans for banking December Shutdown hours since discussions for identifying opportunities for banking December Shutdown hours are not occurring in some groups.</p> <p>Management commits to speaking with the DG of AEP however did share that they have been pro-active in discussing leave and also December Shutdown hours, so this will be a continuation of this topic. Management will suggest that a message go out to staff early such that there is clarity around working hours and how to bank for December Shutdown.</p> <p>The RCEA suggests that if a message is sent out to Management on the topic of December Shutdown, a note should be highlighted to remind management that they should respond to messages that come in for vacation leave requests to ensure that their members are not left wondering if the request for vacation has been approved or not.</p> <p>The RCEA would like it to be clearly articulated in this management communication that authorized overtime is not the same as working extra hours to bank December Shutdown.</p>	<p><b>M. Dumoulin</b></p> <p><b>E.Harrison</b></p>

	<p>The RCEA shared that they get questions from members when they are told to bank any extra hours that they have worked to December Shutdown rather than to overtime codes when the work has been assigned by management. The RCEA stated that this is not the correct application of time codes.</p> <p>Management suggests that the proposed InterComm article could help to clarify this message and identify the difference between authorized overtime and December Shutdown.</p> <p>The RCEA spoke to cases that they have heard where employees who requested vacation leave were denied in some pockets of the organization last year and would like to see that not be a reoccurrence this year.</p> <p>Management responded that they were unaware of cases where vacation leave was denied but did say that there are still pockets of the organization where scheduling has been challenging due to organizational and operational needs to have employees working in some specialized areas. That being said, with coordination of schedules this should not be the case this year. Further, Management asks that if there is a specific place that needs to be addressed where vacation leave is consistently being denied, Management should be made aware so that it can be addressed as soon as possible to investigate.</p> <p>The RCEA said it is possible that some of the same members from last year may still be impacted and unable to take leave and therefore they will follow up on these cases.</p> <p>PIPSC also highlighted the need for Management to flag to their employees early to schedule and plan their vacation leave as there are many who have large banks of days to use this year and some also were approved carry-over in very rare and specialized situations. It will be important that people are encouraged to plan and take the leave early.</p> <p>NOTE: ECHO messaging was sent out to all employees on 9 September 2021 speaking to December Shutdown leave and requirements for banking the extra time. A subsequent InterComm article for Managers and Supervisors will go out in October 2021.</p>	
<p><b>88.9</b></p>	<p><b>CTE – Communications and Calibration</b></p> <p>Management shared that a meeting with the HR Generalists was held in March 2021 and attended by Amy Campbell and Denise Le Voguer. At this meeting a discussion took place with the intent to provide HRGs with the general principles for performance evaluations in a COVID-context. Statistics for last year’s performance evaluations have shown thus far that the majority of employees have a met expectations rating. That being said, there are still CTEs that need to be finalized</p> <p>PIPSC asked for an update on the integration of how D1 increments being attached to the CTE process is going. They would like to know the timeline for when the outcome of the D1 increments is to be communicated.</p>	



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	<p>PIPSC shared that there is some interest from the PIPSC membership to have updates from management and would like to know what the best practice is to get them restarted?</p> <p>Management commits to following up with Louis Poirier to continue this discussion and to provide some guidance on the restart of LLMCCs.</p> <p>The RCEA noted that IRAP management have been holding regular townhalls with their employees so information is flowing that way in that organization.</p> <p>NOTE: Leah Kennedy re-sent the Terms of Reference to the members of the JCC on the 16<sup>th</sup> of June, 2021 by email.</p>	
106.7	<p><b>Protocols for holding Classified discussions while teleworking</b></p> <p>PIPSC previously shared that they had sought guidance on how to hold Classified discussions and had not heard back.</p> <p>Management shared that they had spoken with the Security Office there is more work to be done on investigating options for holding these sensitive conversations.</p> <p>This item will be deferred to the next JCC for further discussion in the Fall.</p>	
106.8	<p><b>Vaccination Clinics onsite at NRC in Quebec</b></p> <p>The RCEA had previously inquired to see if the NRC would be open and able to offer their locations in Quebec to be used as possible COVID-19 vaccination sites. Management confirms that this was not being pursued because the province was launching these at their designated locations.</p> <p>This matter was addressed at a bi-weekly meeting COVID meeting.</p>	
106.9 RT1	<p><b>Access to the HR Manual</b></p> <p>PIPSC previously raised a question about access to the HR Manual.</p> <p>Management shared that they spoke with Communications Branch and they are looking at posting it on a collaboration website such that it could be accessible to those on the outside who do not have access the MyZone. The challenge is that the HR Manual requires considerable updates and hence posting on the external website in its current format is not necessarily acceptable nor appropriate from a communications perspective. Management shared that while the HR manual is available on MyZone they understand that the RCEA and outside PIPSC Employee Relations Officers cannot access this intranet and they will need to work with communication to find something that is acceptable from various lenses.</p> <p>If an external link or a collaboration site is not a possibility then a printed copy in .pdf or Word may need to be provided as an interim measure.</p> <p>Management commits to continuing to work to provide a copy of the HR Manual to the Bargaining Agents.</p>	A.Campbell

	<b>Recurrent Business</b>	
<p><b>105.8</b></p>	<p><b>Proactive Pay Equity in the Public Service</b></p> <p>The RCEA said the Proactive Pay Equity project is an initiative that is being implemented in the Core Public Service and they believe that they (the Bargaining Agents) will be invited and able to attend seminars as a participant. That being said, it seems that there is still little known about what these seminars or collaboration activities may look like and the RCEA would like to know if the NRC has any information they can share.</p> <p>Management shared that at NRC within the HR Branch there is a team that is working with and engaging with TBS to gain further understanding of the next steps.</p> <p>Separate Agencies like the NRC are going to be responsible for doing this project on their own and our Head of classification, Francis Lalonde has been engaging with our counterparts in how to address the steps. The regulations are still going through the process for approval and as such without these regulations fully blessed, the NRC is limited with what they can do at the moment.</p> <p>Management did state that the NRC will be required to have a joint committee, so once there is clarity on the regulations the next step will be to strike up a committee to put steps in place to address how the regulations will unfold. Management shared that they too have questions about next steps and also would like to better understand where the NRC has overlap with what the rest of the Public Service is going to do. Unfortunately, the timelines are fairly vague in understanding the launch but the Fall of 2021 has been suggested as the starting point.</p>	
<p><b>105.12</b></p>	<p><b>Time Codes and Finitiative</b></p> <p>The RCEA raised concerns brought forth from their members who stated that they feel there are more, or the same amount of time codes as previously, but they had thought that with the Finitiative project this was going to drop the amount of time codes. The RCEA shared that they have also heard that in some Research Centres the number of codes for employees to input has gone up because now there are added expenditure codes in addition to these time codes. The RCEA cited the Aerospace Research centre as an example where they have heard there are 5 fewer time codes but more expenditure codes.</p> <p>Management responded that in April 2021 with the push from Finitiative there was a start to reduce the number of time codes (project time codes) having the intention to reduce in many areas however there are some time codes for client projects which must be maintained. The vast majority of time for these projects is with or for clients, so the Research Centres need to report and the information gathered is key. The goal is and has been to see that the majority of time codes are minimized.</p> <p>PIPSC shared that at ACRD time codes have been reduced and many are enjoying the new system. They also added that there are reduced expenditure codes which has been very helpful.</p>	

	<p>These are the codes that are used for procurement for projects for when specific purchases are made. It will show up in SAP as costs.</p> <p>The RCEA shared that for some Research Centres, there are trends that show only one time code is now being used however this is then allocated to multiple client projects which while simpler has actually created a bit of challenge for tracking purposes. The RCEA inquired if there is a suggestion or best practice that could be shared to research staff for how to track these multiple projects and how to justify any extra time that may be spent on a particular project.</p> <p>Management responded that the system in SAP is set up so that there are time codes available, so if they are needed to track projects for reporting purposes then they should be used as they are still accessible, however the intent is to try and minimize the use of multiple time codes wherever possible.</p> <p>The RCEA questioned whether there are in fact fewer time codes in places like ACRD or if more time codes are still available to be used and if the organization is unclear in who should use what codes and when.</p> <p>PIPSC responded that at ACRD their understanding is that the research staff are not required to input as many time codes as they previously did therefore if the RCEA is hearing concerns that more codes are required to be entered, perhaps this may be due to a different message extended to the technical team versus the researcher team.</p> <p>PIPSC further shared that within the Aerospace Research Centre, the Director General has taken a very active role in putting in place the changes stemming from Finitiative as it relates to time codes and while employees have been given codes for certain things to code their time to, they have always had expenditure codes. PIPSC stated that this is not new (having expenditure codes) but maybe TOs did not know that. PIPSC shared that from their perspective the time codes have not all been eliminated but the timesheets are much simpler.</p> <p>PIPSC also added that at OCRE there is a hybrid model for time entries which has allowed for more flexibilities.</p>	
<p>105.9</p>	<p><b>Work Life Balance / Update on Wellness and NRC’s Mental Health Strategy + Update on the BDO Report on Employment Systems (EDI)</b></p> <p><b><u>Update on Wellness</u></b></p> <p>Keith Blundon and Karine Constantineau joined the JCC and shared that over the course of the past year and a half, a greater emphasis has been placed on mental health and workplace wellness within the NRC, across the Public Service. This has been magnified for all having to navigate the COVID-19 pandemic. Prior to the pandemic, the NRC was actively building wellness programming while also developing the NRC’s first wellness strategy, which was identified as a need through the NRC Dialogue process. Additionally, in the past few years, the NRC has staffed a number of key positions including the NRC Wellness Advisor Role, the office of the Ombudsperson, Informal Conflict Resolution Practitioners etc.</p>	

	<p>In the Fall of 2019, Keith Blundon’s team held consultations including with the bargaining agents on the first wellness strategy for 2020-2023, which was presented to SEC in March 2020. Two weeks following that presentation, the organization shifted to remote work and wellness efforts were redirected toward supporting the NRC and employees through the pandemic. Throughout the pandemic, the NRC was able to advance some of the planned foundational elements of the strategy through the context of COVID-19 including increased awareness, promotion of resources etc.</p> <p>The following outlines some key activities which took place this past year:</p> <p>The NRC Wellness advisor delivered 125 information/training sessions to almost 6000 participants. Additional mental health crisis training was offered to MGTs and HRGs, which will be offered to all supervisors beginning in the Fall of 2021. A number of additional guest speaker events were also held throughout the year touching on the topic of wellness.</p> <p>Efforts at the NRC were dedicated toward promoting available resources including the NRC wellness portal, EAP and LifeSpeak, each of which saw increased usage this past fiscal year.</p> <p>A review of the PSES results for NRC showed that there were increases in the number of employees who reported that the NRC is doing a good job in raising awareness of mental health in the workplace and survey participants indicated that the NRC can be described as a psychologically healthy workplace. Results did show that there continues to be a need to pay attention to identified workplace stressors such as workload.</p> <p>Based on lessons learned during the pandemic, it was decided to refresh the NRC Wellness Strategy for the period of 2021-2024. Consultations with PIPSC and RCEA were held in May 2021 and the strategy was presented to and endorsed by SEC on June 15, 2021.</p> <p>The updated strategy includes a number of key initiatives designed to:</p> <ul style="list-style-type: none"> <li>Raise awareness of employee and workplace wellness and the supports available (e.g. appointing a champion, establishing an ambassador network)</li> <li>Equip NRC employees and managers to support workplace wellness (e.g. establishing a learning curriculum, practical tools)</li> <li>Address and improve psychological health at the NRC (e.g. reviewing/ implementing procedures, establishing a suite of wellness indicators)</li> <li>Ensure sustained commitment, leadership and accountability (e.g. establishing a governance framework, regular progress reports)</li> </ul> <p>PIPSC inquired whether Union Stewards could also get the information as well that would be shared with supervisors on Mental Health.</p>	
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	<p>He shared that these reports will be shared with the Bargaining Agents but are not ready to be circulated yet. The reports are very detailed and there are Executive Summaries which provide a good overview. The reports should be available in the coming weeks and by the next JCC there can be another check in on the EDI strategy.</p> <p>Management commits to inviting Keith Blundon back to share any updates that can be made on the EDI strategy.</p> <p>Management offered a Big Kudos to Karine Constantineau, Keith Blundon and their team for all of their hard work and dedication on the wellness work they have done this past year.</p>	E.Harrison
	<b>New Business</b>	
107.4	<p><b>Future of Work</b></p> <p>Dale MacMillan and Antonietta Testa attended the JCC to provide an overview of the recommendations being put forward as part of the NRC Future of Work project which will look to implement a gradual roll-out of a dispersed work environment framework at the NRC.</p> <p>In the Fall of 2020, the Future of Work project was launched and a corporate survey was conducted of all NRC employees. From these statistics it was clear that approximately 50% of staff would like to continue to work offsite full or part-time. As part of the project management is looking at ways that remote working might bring about opportunities to realize Corporate benefits such as talent attraction and retention, increasing staff diversity, reducing real estate footprints. This will better position the NRC for future investment in evolving business objectives, policy changes and technology solutions. They looked at what changes would be required, benefits that people could see that would enable them to work outside of the traditional worksite. Dale MacMillan explained that a number of tiger teams were established to investigate various work arrangements: onsite, offsite and hybrid. The Future of Work project examined a number of factors such as work arrangement definitions, performance management, health and safety requirements, security requirements, office set up and training and tools, to name a few.</p> <p>Telework agreements to support employees working from home will be required for off-site and hybrid work arrangements and each CBI will need to look at how teleworking can work for them.</p> <p>Concurrently with the roll out of this project, the NRC will also be looking to set up onsite collaboration spaces to support employees who will need to come in from time to time but do not need a dedicated workspace.</p> <p>Dale MacMillan explained that the current timelines for the launch of the Future of Work recommendations is Fall of 2021. The NRC has been running at 30-35% of onsite working which has been working very well and will re-evaluate in the fall whether the % can increase. She shared that the NRC does not have to bring everyone back immediately and will be thoughtful in how individuals are reintegrated. Dale MacMillan explained that the next steps will include meeting to consult with the Bargaining Agents and they will continue to develop tools and materials through the summer to prepare for the fall.</p>	

	<p>The RCEA shared concerns that this project and launch will be put together with little or no consultation with the BAs. They worry that they will be provided with only the final product and that their input will not be taken into consideration. The RCEA are concerned that their members will not be given equal opportunity for working off site. For example, employees requiring access to and storage of sensitive documents may be used as a reasoning for denying the opportunity for employees to work off site part time even though their work responsibilities may not require full time access to these sensitive documents. The RCEA expressed worry that their members may be disadvantaged.</p> <p>Dale MacMillan responded that this is new territory for the NRC and she hears the concerns raised by the RCEA. She shared that there is a lot to consider in who comes back and who will work remotely and that the NRC will need to move forward with this initiative as this <u>is</u> the future of work. Notwithstanding that, she commits to considering the comments and concerns raised.</p> <p>Dale MacMillan shared that there is a steering committee which has been assembled to work on this project which include: Robert Faulder (IRAP), Guillermo Ordorica Garcia (NANO), Georgette MacDonald (METRO), Robert DiRaddo (MD) and Joel Martin (DT).</p> <p>PIPSC suggested that the corporate survey results may be different today than they were in November 2020 given much has evolved in the world relating to COVID-19, therefore people’s choices and circumstances may have changed. PIPSC also inquired as to how much the PSC vision for future of work is affecting NRC and the plans it is defining?</p> <p>Dale MacMillan responded that the NRC is aware of what is happening at PSC and shared that at that organization they are really looking to reduce their workspace and are pushing for remote working to reduce the real property footprints. She shared that the NRC is a research facility and the parameters we operate under are different from PSC. People need to work in labs and have the support and sharing of skills and abilities onsite. Given this, Dale says that the NRC’s objectives may be a bit different as most of the NRC are not office workers so we cannot solely look at reducing office footprints but we can make thoughtful decisions about next steps.</p> <p>The RCEA inquired if their members will be able to also do occasional telework if they are not teleworking full time or even in a hybrid work model.</p> <p>Dale MacMillan responded that the NRC is looking for flexibilities so that employees may not need to be completely on site and if there are issues they will be addressed; however, often there efficiencies that can be realized when working remotely, which cannot be discounted. She also shared that as an organization we also want to be open to people changing their minds as well, so that people can be mobile.</p> <p>PIPSC inquired what the hybrid model would look like. Is there a ratio for how many days people have to be onsite? Will the telework agreement have to be set in stone such that those are the only days people are permitted to work remotely?</p>	
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	<p>They also inquired if this could be stretched such that it could be a couple of months working from home and then back in the office again? PIPSC shared that in the life of a researcher there is often a lot of time that can be spent writing papers which does not need to be completed in the office.</p> <p>Dale MacMillan responded that all of these situations will need to be reviewed on a case by case basis.</p> <p>The RCEA inquired whether office spaces will be set up like hotelling spaces for those who come in occasionally.</p> <p>Dale MacMillan responded that the NRC will be looking to have generic work spaces and there will be a model at M-19 set up to identify community spaces where there will be available cubicles organized that will respect pandemic protocols along with places where employees can connect with other people in the workplace safely to be able to collaborate. There will also be quiet zones that will allow for more focused work and spaces for more directed conversations.</p> <p>Dale shared that there are many older buildings at the NRC that may not permit the change to generic office set up but there are big visions for places like M-55 which may lend easily to being set up to be open for collaborative spaces.</p> <p>Dale MacMillan outlined that people wishing to come and use these spaces will need to reserve the location so that they can come in with certainty to have a space available through a booking system. They will have cleaning protocols to follow such that people will need to clean before you set up your work onsite and clean before you leave.</p> <p>The RCEA shared that they have members who held administrative positions, who pre-pandemic were told they could not telework when they requested to do so. The RCEA says these individuals have clearly demonstrated that they can do their jobs remotely, however it may come down to the fact that their supervisor does not prefer remote working of their employees. The RCEA shares this story as they hope that this will be considered in the decision making processes surrounding those who are permitted to work offsite and they feel it should not be a control issue and disguised as an operational need for the organization. The RCEA feels that this may disadvantage some of their members, especially in the AD and AS roles.</p> <p>Dale MacMillan shared that she hopes that individuals have evolved their thinking and perspectives throughout this pandemic about what are real options for working and how teleworking is a real way to work and deliver. That being said, she also shared that we need to be self-aware to see about challenging ourselves to evaluate what is working and what is not working and why is our thinking that it is this way.</p> <p>PIPSC asked for a commitment on a time for when the BAs might expect to meet with Dale MacMillan and her team to discuss further.</p> <p>Dale MacMillan shared that she will leave the scheduling to Amy Campbell and her team to set up the consultations meetings.</p>	
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	<p>Management commits to the Bargaining Agents that they will be setting up meetings in the near future to consult on the Future of Work deliverables which will include: the draft policy, draft telework agreement, and other related tools.</p> <p>The RCEA also requested that the consultation include more than just discussions on the telework policy.</p> <p>Management agreed and stated that additional conversations can continue at the bi-weekly COVID consultation meetings as well. Management also reminded the Bargaining Agents that this is not just an NRC project but this is one that is occurring across the Public Service.</p>	<p><b>A.Campbell</b></p>
<p><b>107.5</b></p>	<p><b>COI Policy Updates and Implementation &amp; Harassment &amp; Violence Prevention Program</b></p> <p><u>COI Policy Update</u></p> <p>Erin Skrapek outlined that over the course of the past year there have been many consultations on the new COI Policy with several stakeholders. In moving forward to implement the new policy she is inquiring with the Bargaining Agents how they might suggest getting the word out to their members such that there is a clear understanding of any changes. The revised policy was approved by SEC on April 6<sup>th</sup>, 2021 and replaces the current Policy on Conflict of Interest and Post-Employment. The policy is available on the NRC's external website, was developed in consultation with bargaining agents and internal stakeholders and responds to the NRC's Audit of Conflict of Interest Management.</p> <p>The new Policy on COI replaces the NRC existing policy (and related guidelines) and was developed following an in-depth analysis of NRC's key risk areas for conflict of interest. It will help employees to proactively manage COI, protecting them from real, apparent, and potential COI and promoting dialogue between employees, managers, and the Senior Ethics Officer to collectively manage COI risks. Additionally, adherence to the Policy on COI is a condition of employment.</p> <p>The revised policy specifies roles and responsibilities for employees, management, COI Advisors, Senior Ethics Officer, and the President. It includes new appendices with detailed guidance on dealing with situations at higher risk for conflict of interest, such as: outside activities and employment; adjunct professorships; post-employment; gifts and hospitality; personal financial interests in companies that do business with the NRC; and preferential treatment (i.e. relatives and associates).</p> <p>There is a new requirement for employees to obtain management approval for outside employment, adjunct professorships, and third party sponsored travel. There is also a new COI IT system under development and currently in testing phases for employees to submit their declarations electronically. The implementation plan for the revised COI policy will see the new policy posted on the NRC website with a staggered implementation/ declaration cycle by CBI occurring in July 2021.</p>	

	<p>The Online declaration is scheduled to be launched in July 2021 with supporting information also available at the same time pertaining to Adjunct Professor checklists, Post-Employment Guides and FAQs. There will be a general awareness training session for CBIs launched in the Fall/Winter 2021/2022 with an online training module being created shortly after.</p> <p>PIPSC inquired if there is a master list of those NRC employees who are Adjunct Professors and how this information is tracked.</p> <p>Erin Skrapek responded that there is currently no master list that is kept however the hope is that this information will be able to be tracked and captured through the COI system as there will be an approval step required by management.</p> <p>PIPSC inquired when the timelines on the new updates will be shared with employees as there are a number of complaints from NRC employees about a lack of communication around COI and in particular Adjunct Professorships. Many Researchers are encouraged to take on these roles but they are unaware of any considerations, impacts or process for obtaining approvals. If there was a communication this would alleviate the number of questions that are raised and would reduce frustration for employees considering taking on these roles.</p> <p>Erin Skrapek explained that there will be an FAQ and checklist on Adjunct Professorships so that employees can walk through this with their managers to look at considerations for possible issues that may come up.</p> <p><u>Harassment and Violence Prevention (HVP) Program:</u></p> <p>In January 2021 the new HVP policy was launched and this has resulted in a big change to how we view and treat these cases. It was clear that the change would be a big undertaking. When the policy was created there was intent that it could still be a possibility to run a concurrent investigation under the code of conduct where there was concern that a behaviour was consistently egregious.</p> <p>The RCEA requested that it be noted that they are not in agreement that the HPV allows for disciplinary actions to ensue following an investigation. They believe that the Code of Conduct is now being used to tie into these investigations and this is creating a concurrent process where the investigators are reviewing both a workplace evaluation under the Canada Labour Code in addition to also evaluating a case under the NRC's Code of Conduct. The RCEA does not agree with this process and does not see this helping employees. Furthermore, the RCEA would like to understand what the full definition of egregious misconduct is as they feel that employees who are complainants or respondents need to be offered a fair process under this policy.</p> <p>Erin Skrapek responded that as part of the consultation process on the HVP, it appeared that the Bargaining Agents understood and supported the idea that in some situations it would be a possibility that discipline could be an outcome where the behaviour was egregious enough.</p>	
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	<p>The RCEA says that during the time of policy consultation it was not understood that the Code of Conduct would be the tool used to link to this process such that an outcome could be discipline.</p> <p>The RCEA stated that every notice of occurrence must be investigated unless an informal conflict resolutions option is undertaken, however they are concerned that every complaint will bring about a code of conduct investigation and therefore it is essential that there be a proper understanding of what is considered egregious conduct and what it means.</p> <p>Management responded that this is certainly a challenge. The more we talk about the cases we are experiencing and handling the more we also see room for the approach to evolve and be adapted. This is a new process for all and fundamentally we agree on the important pieces.</p> <p>PIPSC shared that if we immediately go into the disciplinary issues it is easy to say it is an individual issue and not a systemic issue but in some cases there may be more going on.</p> <p>Management also offered that there is an element of timeliness to these files as well. If there were no concurrent investigations it can take longer to manage these files. Rigour is required in these investigation with care and careful consideration to come to a timely conclusion.</p> <p>The RCEA shared that they feel it is important to determine if there are systemic issues that contribute to harassment or violence. The RCEA says that it is important to understand what egregious conduct is. Not every occurrence is egregious. Sometime people don't get along, but this may not be harassment and therefore not every behaviour that someone takes exception to should be deemed harassment.</p> <p>Erin Skrapek commits to continuing this conversation and will take this offline to look at how the framework can be reviewed.</p>	<p><b>A.Campbell/ E.Skrapek</b></p>
<p><b>107.6</b></p>	<p><b>PSES – Conclusions and Interpretations</b></p> <p>Megan Yukich and Emily Harrison presented the latest highlights from the Public Service Employee Survey</p> <p>There has been some advance in rates of participation over past years. NRC's participation rate was 59.7% in 2020, up by 1.0% from 2019 and 15.3% higher than in 2018. The Public Service participation rate was 60.6% therefore the NRC is closing the gap in comparison to the PS. The PSES for 2020 covered areas touching on employee engagement, mental health, diversity/inclusion, work-life balance, harassment, discrimination and leadership. There were new topics added in this survey round to address the impacts of COVID-19 and anti-racism.</p> <p>The 2020 Results of the top areas of improvement over 2019 showed a:</p> <ul style="list-style-type: none"> <li>• <b>25%</b> increase in those agreeing that NRC does a good job of <b>raising awareness of mental health</b> in the workplace (2020 result – 84%)</li> </ul>	

	<ul style="list-style-type: none"> <li>• <b>21%</b> increase in supervisors reporting they feel they are <b>equipped to support employees who are experiencing mental health issues</b> (2020 result – 77%)</li> <li>• <b>14%</b> increase in those reporting that <b>essential information flows effectively</b> from senior management to staff (2020 result – 66%)</li> <li>• <b>14%</b> increase in those that believe <b>senior management make effective and timely decisions</b> (2020 result – 66%)</li> <li>• <b>13%</b> increase in those that would describe their workplace as being <b>psychologically healthy</b> (2020 result – 76%)</li> <li>• <b>12%</b> increase in those reporting they have <b>confidence in senior management</b> (2020 result – 76%)</li> <li>• <b>12%</b> increase in those that feel that <b>change is well managed</b> at the NRC (2020 result – 61%)</li> </ul> <p>The areas where results have declined in 2020 compared to 2019 are in a:</p> <ul style="list-style-type: none"> <li>• <b>8%</b> decrease in those that agree their <b>physical work environment is</b> suitable for their job responsibilities (2020 result – 78%)</li> <li>• <b>4%</b> decrease in satisfaction with <b>accommodation measures</b> that were implemented based on needs (2020 result – 85%)</li> <li>• <b>4%</b> more reported that they feel <b>emotionally drained</b> after their workday (2020 result – 25%)</li> </ul> <p>Lastly, NRC demonstrated less positive results compared to the total Public Service in areas such as:</p> <ul style="list-style-type: none"> <li>• Opportunities for promotion (-5%)</li> <li>• Initiatives that promote anti-racism in the workplace (-5%)</li> <li>• Ability to complete workload during work hours (-4%)</li> </ul> <p>Results reported by employee on Support During the Pandemic showed:</p> <ul style="list-style-type: none"> <li>• Strong level of satisfaction with how communication about the COVID-19 pandemic was handled</li> <li>• Most employees felt supported by their supervisor during the pandemic</li> <li>• Strong level of satisfaction with health and safety measures and mental health supports during the pandemic</li> <li>• Employees mostly felt equipped to do their work in a largely remote workplace, with a high level of perceived support for flexible work arrangements. Reports of unreliable technology decreased during the pandemic period.</li> <li>• Despite a perception of support to balance work and personal life, workload and work-life balance continue to be significant stressors for NRC employees with Supervisors and Executives very impacted.</li> <li>• Diversity and inclusion results have improved, and overall reports of harassment and discrimination have reduced with a largely remote workforce. However, there are significant concerns with some of the experiences of racialized and diverse group members.</li> </ul>	
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	<p>NRC has a number of initiatives in place to manage the PSES results by continuing to address workplace and workforce challenges through the Strategic HR Plan and continuing to see through the deliverables of the Finitiative Project and offering training sessions for management and employees on harassment and violence prevention, Conflict of Interest and Research Ethics and integrity to name a few. The Ombudsperson’s office is also providing a safe space for employees to raise issues without fear of reprisal and there are informal conflict resolutions practitioners available.</p> <p>The results of the NRC’s survey were presented to EXCO on May 27<sup>th</sup>, 2021 and CBI results are now available online such that management can discuss their survey findings with their teams.</p> <p>The RCEA inquired if the slide on workload represented only managers. Management responded that the results are holistic covering all employees on that particular slide.</p> <p>PIPSC highlighted that there seems to be a pretty marked increase of perceptions of harassment for persons with disabilities. PIPSC says they have raised their concerns about this issue quite a bit already. PIPCS inquired if NRC can speak to how we at NRC might be underserving indigenous employees and employees with disabilities? Management responded that she agrees that there is a gap. We need to analyze the hiring pipeline to see where people are falling off. Management shared that the NRC is just not getting nearly the number of indigenous people nor people with disabilities as applicants. The questions we need to be asking need to address: Are our job posters not attractive and what more needs to be done? It is clear that there is a good deal more investigation to do to understand why it’s not representative. Rachel Boutin is working to bring a number of recommendations forward. The BDO report will show some of these elements as well.</p> <p>The RCEA shared that they suspect that there may be many employees who have not come forward, and they are not all physical disabilities and people may choose not disclose through self-identification. Therefore, harassment on the disability side may be relating to people who never self-identified in the first place.</p> <p>Management shared that there was a self-ID campaign earlier in the year and the definition of disability was also expanded considerably which has then affected labour market data. Management agrees that we do need to speak more about what a disability is. In their self-id campaign, management asked employees to speak about lived experiences and ultimately did see a significant jump in representation but there is still a lot of work to do. Management also agrees that there are likely more people at NRC who have not self-identified that they have a disability and this will be incorporated into the strategy for how to address this going forward. The process of self-identification is always going to remain a choice so NRC will need to determine ways to build programs and systems all with accessibility in mind.</p> <p>The RCEA inquired as to how many years of data the NRC has relating to the PSES results.</p>	
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	<p>Management responded that the survey used to be conducted every three years but now it is every year and hence we have data from 2007 to 2020.</p> <p>Management shared that there are members of the Digital Technologies team who are crunching numbers and looking for correlation and causation between some of the questions and they hope to get this information in the coming weeks and will share with the bargaining agents when they can.</p>	
107.7	<p><b>Update on the Legacy Network</b></p> <p>Management shared that as part of our regular review and update of our corporate risk profile, NRC has identified 'Protection of Information Assets' as a significant risk. There is a risk that protected, classified or proprietary information belonging to the NRC or its partners could become compromised. Given this, the Legacy or Black network must be retired &amp; replaced and a mitigation plan has been required. There has been work on this for a while and is progressing at a slower pace than hoped, however this is partially because IT tools for research are rapidly evolving.</p> <p>Management added that at NRC, specifically within the KITS team under François Cordeau, a new program has been initiated led by Tyler Norsten who is on assignment from the Nanotechnology Research Centre.</p> <p>The program involves three Task Forces (TF):</p> <ul style="list-style-type: none"> <li>• TF1: Secure and Operate Legacy Environment - Richard Laurin (Lead) <ul style="list-style-type: none"> <li>○ Identify owners of vulnerable systems,</li> <li>○ Patch vulnerable systems,</li> <li>○ Upgrade unsupported Linux, Mac operating systems,</li> <li>○ Upgrade Windows 7 computers</li> </ul> </li> <li>• TF2: Migrate Sensitive Research - Eric Katmarian (Lead) <ul style="list-style-type: none"> <li>○ Engage the research community to identify and resolve the gaps and barriers to migration to Secure Research</li> <li>○ Use active migration paths</li> <li>○ Implement "one device" access to all networks</li> </ul> </li> <li>• TF3: Enable Open &amp; Collaborative Research - Danny D'Amours (Lead) <ul style="list-style-type: none"> <li>○ Open and Collaborative network – imagine the environment required for collaborative research</li> <li>○ This will allow for the replacement of the Legacy network.</li> </ul> </li> </ul> <p>Management shared that once the new environment is built, the expectation will be to migrate all of NRC's research IT from the Legacy network to either the new cloud-based environment or the existing Secure Research environment (also known as the orange network). The Legacy network will eventually be replaced with this new environment but the timeline to complete this work has not yet been established. Until such a time, NRC has a commitment from SSC to continue to provide support for the Legacy network.</p> <p>PIPSC inquired about the consequences to the NRC hardware that is currently being used within the organization. They shared that many machines have specialized programs and they are concerned with how these will be migrated and updated to the new network.</p>	

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	<p>PIPSC shared that the Researchers at NRC do not like the green network and find that it is cumbersome. PIPSC says that there is far more flexibility on the black network than on the green network and this will present challenges going forward and PIPSC members want to ensure that their concerns are heard before major changes are implemented as this may risk projects that they have underway which depend on these programs. PIPSC stated that they feel the timelines for this project are very tight and it may not be possible to meet the established goals given it has already been 7 years since the cyber-attack and there are still ongoing issues.</p> <p>Management shared that the Senior Executive Committee is aware of these concerns and they do understand that there is a fair amount of hardware that is tied up to instruments which may need to be isolated from the new network in some cases but this is not an easy question to answer. Management stated that in most cases using green laptops has been going well and the migration over has not created major issues.</p> <p>PIPSC inquired whether the working groups that existed at NRC on Open Data and Open Science will be incorporated into the new task force.</p> <p>Management responded that they do not believe there will be an amalgamation of these two working groups into the task force as Information Technology is not about open data but rather more about open science. Open Data is more policy work around how to make the science more publicly available.</p>	
107.8	<p><b>BMC at Royalmount – Update</b></p> <p>Management shared that the Biologics Manufacturing Centre in Royalmount has hired 58 employees. There are 22 hiring actions underway and 4 NRC employees have moved into the BMC.</p> <p>The RCEA asked how many NRC employees have applied to work at the BMC. They shared that they have heard that there may be people from HHT who want to move over but can't because they are so heavily involved at HHT with the work there. They have heard from one individual directly that they were held back because they were deemed essential for work at HHT so they were not approved to be assigned into the BMC.</p> <p>Management says that they have not heard that there are cases where a request for assignment have been denied nor have they heard that employees of HHT have been discouraged to apply. That being said, in all cases it is important to have all of the information and there have been cases in the past at NRC where people have not been approved a request for secondment/ assignment out as their work forms part of a critical need and the reality of not being able to let people go is possible and has occurred.</p> <p>Management commits to looking into the statistics on the number of NRC employees who have applied to work at the BMC and will report the information back offline.</p> <p>Management shared that the design and construction of the BMC building started in August of 2020 with the exterior shell completed and interior fit-up started in December 2020.</p>	A.Campbell

	<p>The target was for July 2021 for the construction to be completed and this actually was accomplished at the end of May which was ahead of schedule. All major equipment has been received &amp; installation has started and will continue through summer 2021. From an Operations &amp; Business view, the transition from Construction site to operational site has occurred in June 2021. The Operations need to be qualified and approved by Health Canada and they have been involved since day 1 and ongoing. A vaccine candidate has been identified, collaboration agreement executed with Novavax and discussions around tech transfer began in April 2021. A drug establishment license is expected in the Fall 2021 with trial runs to take place in December with vaccine production to start also in December 2021. Management shared that the intention is that the facility is to be a PPP (public-private partnership). The original NRC mandate was to build and be ready to operate, but with the probable end state having a third party operator.</p> <p>With this in mind, there will be a call for proposals from third parties in 2022. The current intention is for NRC to own the building.</p> <p>PIPSC asks for hiring statistics for BMC hires such that it depicts the breakdown of staffing for all classification groups.</p> <p>PIPSC has inquired what the office set up looks like inside the BMC and they have also inquired whether the people who work there are expected to be working onsite full-time? They would like to know how this will relate to the Future of Work.</p> <p>Management commits to providing hiring stats depicting classification breakdown offline to the Bargaining Agents.</p> <p>Management shared that they do not know the specifics of the office set up inside but there are some photos that can be shared. Management shared that the expectation is that these BMC hires will need to be onsite full time. The design of the workflow has allowed for two different biologics teams to be working at the same time so that people and the material will flow freely and safely such that there is a minimization of crossover of staff.</p>	<p><b>A.Campbell</b></p>
<p><b>107.9</b></p>	<p><b>Classification Process and Workflow</b></p> <p>The RCEA requested clarification on the process for how reclassifications are handled at NRC. The RCEA shared that years ago at a previous JCC meeting they (the Bargaining Agents) were told that it should take 19 days to determine if someone is going to get reclassified. They shared that they are seeing in some parts of the organization where employees are actively taking a role in outlining and submitting to management a revised job description denoting changes that have occurred in the duties performed in their position, and it seems to disappear and go into a black hole. The RCEA feels this is unacceptable and would like to know what the timeline is and what the flow through in how to get this to Francis Lalonde and his team in Classification. The RCEA also shared that they have heard that part of the reason a reclassification file is not moved forward is because of budget constraints.</p> <p>Francis Lalonde, Team Leader for Classification shared that the Collective Agreement says that employees are entitled to have an accurate job description that reflects what they are asked to do.</p>	

	<p>He explained that initial interactions do happen with the supervisor and employee to discuss and outline the changes in the job description and the possible next steps and then this would be brought forward to the management team who will look at how this maps to the work and deliverables. The Manager would then bring this reclassification request forward to the HRG who would then assemble the appropriate forms and tools, meaning that if there is a reclassification request, a form would need to be completed by the Manager to identify what is new what has evolved in the job description. DG approval of the reclassification request is required. This would be then be submitted to the classification team.</p> <p>The service standard for reclassification requests is 60 business days and retroactive dates are set by the manager as of when the duties changed.</p> <p>The RCEA shared concerns that if the Director General is required to approve a reclassification action in their higher level management role, they may not know the actual work that the person is asked to do and has been performing, which could result in them denying the action. Further, the RCEA shared that in the past on the topic of Technical Officer generic job descriptions, they were assured that someone who sought a reclassification would not be held back from pursuing this action. This was because they were told that it should not affect other TOs who also held a generic job description but they have heard that some TO members have in fact been impacted by this.</p> <p>The RCEA shared that they would like to see that when an employee submits a list of changes to their job description to their manager for review and consideration, that the manager clearly understands their role and timelines to respond. The RCEA stated that members are coming forward and believe they have been performing duties outside of their job description, are seeking support by their supervisor to acknowledge their efforts and the changes which have arisen.</p> <p>Francis Lalonde explained that the DG approval is really to provide authority that the process was followed and that the reclassification request makes sense. He explained that for Technical Officers, employees should not be restricted from submitting a reclassification request if they hold a generic position if it is believed that their job has changed. The policy was modified to allow for generics to be reclassified. He acknowledged that there does need to be some training for managers to refresh their understanding of the classification and reclassification process and in this training there should be a clear explanation of manager's roles and responsibilities. Francis Lalonde shared that the Client Services group within HRB is working on outlining processes so that there are clear written procedures for handling and managing these classification files.</p> <p>The RCEA have heard of cases where an employee has suggested to their supervisor that they believe their position should be reclassified based on many changes within the job and then the supervisor responds with a comment to suggest that they as the manager will write it which does not allow for input by the employee.</p> <p>Francis Lalonde responded that management is responsible for the job description but the employee has a right to weigh in and add their input.</p>	
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	<p>The intent should be to have employees and supervisors accurately describe the work.</p> <p>The RCEA shared concerns in the decision making side of a reclassification request whether it was driven by the employee or the supervisor. The RCEA has concerns if a reclassification is only going to be approved when it has been endorsed/submitted at the request of management. The RCEA requested a flowchart to explain the process that could be shared with managers and employees to help inform them of the necessary steps and timelines/standards.</p> <p>The RCEA stated that their members do have the right to grieve but if the issue is more about the ignoring of a request rather than the classification decision this would result in a staff relations grievance.</p> <p>PIPSC agreed with the comments of the RCEA and added that waiting three years for a response on a reclassification request is unacceptable and hence would like to know the full process and timelines.</p> <p>Management suggests that Francis Lalonde attend an upcoming HRG Community of Practice meeting to give them the same information that was shared at today's JCC meeting so that longstanding HRGs have a refresh and new HRGs have the current information to help support their clients.</p> <p>Francis Lalonde commits to setting up a meeting to talk offline with the HRGs to discuss this matter further.</p>	<p><b>A.Campbell/ F. Lalonde</b></p>
<p><b>107.10</b></p>	<p><b>Awards Paid out to NRC Employees</b></p> <p>The RCEA inquired about awards paid out to employees for IP and Patents and asked if an update could be provided.</p> <p>Management shared that back in 2019, Vice-President of Research, Michel Dumoulin briefed the JCC on the new awards program and in December 2020, Chris Johnstone came to speak and provide further background on the IP Awards Policy following the official launch in 2020. Management provided a reminder of the principles of the Awards Policy outlining that it is comprised of 3 elements: Fixed Milestone Awards, Inventor Revenue Share Awards and IP Achievement Awards. The Fixed Milestone Awards provides for: \$500 for invention disclosures, \$1000 for patent filing and \$500 for patents issued. The Inventor Revenue Share Awards are based on revenues per licence and need to be calculated during the first quarter of the year. IP Achievement Awards are nominations-based. A call went out from the Corporate Secretariat on April 8, 2021 for nominations and the deadline for submissions was May 14, 2021 and a recognition event will take place in the Fall of 2021. The IP Management team has not processed the awards for FY20-21 yet, however, they are currently working on this with the plan to finalize calculations in Quarter 1, e.g. finalized in late June/early July and paid out soon after.</p> <p>The awards will be paid yearly not quarterly and the awards are based on FY. This is why the IP Management Team compiles the information in the First quarter of the year.</p>	

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	<p>PIPSC shared that while they understand the intent is to pay out the awards in the July timeframe, the reality last year was that people who received these awards were only paid in December 2020.</p> <p>Management provided the following statistics for for FY 2019-2020: \$565K has been paid out to 327 awardees, which provided for an average of \$1,700 per employee. All 14 Research Centres had awardees with the highest number of awards paid out to HHT, SDT, AERO and EME.</p> <p>The following information was shared to show the range of awards paid out to employees:</p> <ul style="list-style-type: none"> <li>• \$10k+ : 3 employees</li> <li>• \$5k-\$10k: 22 employees</li> <li>• \$1k-\$5k: 154 employees</li> <li>• Less than \$1K: 148 employees</li> </ul> <p>The RCEA inquired if these statistics can be shared publicly.</p> <p>Management commits to inquiring with Morag Cowell about whether this can be shared outside of the JCC.</p> <p>NOTE: Leah Kennedy confirmed with the Bargaining Agents on 29 June, 2021 that the statistics could be shared publicly.</p>	<b>M. Dumoulin</b>
107.11	<p><b>September 30<sup>th</sup> – New Statutory Holiday?</b></p> <p>The RCEA inquired with Management if the swift passage of Bill C-5 will mean that September 30<sup>th</sup> named as a national day for Truth and Reconciliation will become a new paid statutory holiday for NRC employees.</p> <p>Management responded that within the NRC's Collective agreements there are provisions for how to handle cases when a new statutory holiday is implemented and how to integrate that within the organization for employees. Management is still waiting for further guidance from Treasury Board and will inform the Bargaining Agents once they have new information to share.</p> <p>PIPSC also shared that whenever new holidays are announced these are tabled with the unions however as with Family Day, this did not become a new statutory holiday for federal government employees as it was a provincial holiday. So we will need to wait and see what TBS says.</p> <p>NOTE: Messaging to NRC employees was sent out by NRC's President on 3 August 2021 outlining the new statutory holiday to mark a National Day for Truth and Reconciliation</p>	
107.12	<b>Round Table - No new round table items to share.</b>	
	The next meeting of the JCC will take place on the 15 <sup>th</sup> of September 2021 and NRC Management will be the Chair of this session.	
	<b>Meeting adjourned at: 2:45 pm</b>	