

December 03, 2020

██████████
Officer in Charge
MCTS Prince Rupert

Attachments: Articles and Meeting Minutes mentioned in this letter

Hello ████████,

I am writing today in response to the information that I have heard a large new group of people will soon attend training to fill open positions in the Marine Communications and Traffic Services (MCTS) Prince Rupert Operations department. I also read the article posted in the October 19, 2020 edition of the Prince Rupert Northern View in which you as the Officer in Charge (O.I.C) of the Prince Rupert MCTS department made a statement that 'the team at Prince Rupert Coast Guard works well together and has come together like a family'. And thirdly, if you read the MCTS job posting, it outlines that the Coast Guard is committed to providing an inclusive and barrier-free work environment.

These are things that first attracted me to apply for the MCTS position. However, since arriving in Prince Rupert in October of 2018, and working as an MCTS Officer, I have come to the conclusion that, for some of us, the work environment is actually the opposite of what is advertised and I want to make you aware of my personal experience while working on the operations floor.

Here are some of the issues that I have experienced during my employment:

→ Toxic work environment

- ⇒ Co-workers are not treating others like they would want to be treated.
- ⇒ A respectful workplace has not been created or maintained by management or staff.
- ⇒ Micro-aggressions on behalf of co-workers and supervisors are not called out as they happen.
- ⇒ Employees do not have confidence to seek help for concerns for fear of reprisal.
- ⇒ Staff do not seem to be in touch with their own internal biases and the conversations often become toxic.
- ⇒ Rather than encourage and train new employees, co-workers and supervisors call them out for all mistakes, in fact they search for mistakes.
- ⇒ As far as I know the Coast Guard does not have an office for the prevention and resolution of conflict and harassment that will support employees.

- ⇒ Local Union representation is lacking and often unwilling to dig into any issues, even minor administrative issues.
 - ⇒ Staff is overworked but addicted to the overtime pay. The overtime workload is physically, socially, and emotionally taxing and creates a dysfunctional social environment. It is also unsafe at many levels.
- Harassment and Bullying
- ⇒ It is my understanding that there have been many complaints made in the past, but nothing has been done about it (as far as I know).
 - ⇒ According to the Public Service Employee Survey (PSES-2018) Supplementary Questionnaire regarding Workplace Harassment, there was indication of harassment on the operations floor and an agreement that this is unacceptable but there has been no follow up.
 - ⇒ Bullying can be both obvious and subtle, but both are unacceptable.
 - ⇒ Abuses-of-power are evident in the way that some supervisors treat some employees, and the harassment is constant.
- Exceptionally low morale
- ⇒ 'Shit-o-grams' = a way of informing employees about mistakes they have made, and carbon copying management, performance supervisors, and union reps. They are not effective and even if they are 'what has always been done', it is an antiquated approach in educating staff and managing performance. This action has a way of demeaning, embarrassing, humiliating, annoying, alarming, and abusing people. It is not nice to come to work being afraid to open your inbox. There are far more effective ways to education and/or discipline people if needed. In fact, most of us do not need discipline but only need more effective processes to learn how to do something. I have never worked in a position where 'Shit-o-grams' were culturally acceptable!
 - ⇒ On-watch behaviour by staff and supervisors creates low morale. There is a tremendous amount of gossip which is socially destructive and undermines respectful relations.
 - ⇒ Overtime requirements are unsustainable; people agree to work as they are accustomed to a good paycheck.
 - ⇒ There is poor work performance and quality on behalf of some employees.
 - ⇒ There are persistent negative attitudes from some staff and supervisors.
 - ⇒ There is an overactive grapevine of gossip. Gossip is demeaning, isolating and undermines the social fabric of an effective workplace.
 - ⇒ There is social exclusion happening to some people, no effort for co-workers to help them fit in.

- ⇒ There is no effort from management to establishing a positive work environment and building a company culture that is respectful and helps to build morale.
- Untrained and inexperienced people are put into supervisory and training positions
 - ⇒ To my knowledge, there is no training offered for people who are training new employees. Some of the trainers are often still new employees themselves and do not have experience delivering curriculum.
 - ⇒ People are put into supervisory positions who lack the social tools to manage a diverse workplace. Some have no idea about how to interact with people in the workplace. The lack of people or training in soft supervisory skills undermines respectful relations.
 - ⇒ There is no human resources and management training outside of operational training for new supervisors.
 - ⇒ It is suspected that there is nepotism involved on the part of management when advancing new supervisors.
 - ⇒ I have witnessed and experienced trainers yelling at trainees. Raising your voice is not a sign of a respectful workplace.
- Women leave Prince Rupert MCTS at alarming rates
 - ⇒ I have heard that the women leave this position quickly, are there statistics available?
 - ⇒ I have witnessed a recent female employee enduring some of the same complaints that I have, and these issues made her sick and ultimately, she did not complete training and left the organization.
 - ⇒ There is an obvious “boys club” at the centre which elevates men and excludes women.
 - ⇒ I do not have access to records but have heard more than 20 women have left or transferred in the past decade. If the above is true, there are significant systemic discrimination and gender-based issues in this workplace which negatively impact women.

To support my statements above, I want to provide you with some of the things that I have experienced during my employment with MCTS Prince Rupert. I do not feel it necessary to call people out personally. Many of these examples appear to be entrenched social behaviours without any mitigations or constructive interventions. I believe that management is already aware that this happens but has chosen not to address much, if any of it.

- There is an employee who is an RO-04 and therefore acts as a supervisor continuously on every shift that he works, even when he is working on a position as an operator. So,

when he is on-shift we are effectively being 'double-supervised' and he micro-manages the whole watch constantly.

- I have observed and experienced him setting people up in situations in which they are sure to fail and then reporting those failures to management.
 - I have observed and experienced him micro-managing some employees and leaving others alone, even if the other employees make mistakes.
 - I have walked into the locker area when this employee was talking to another employee saying 'please, please, come into work tonight because I need someone on the floor who knows what they are doing'. This statement suggests he thinks the other 3 operators (including myself) would be not competent, even though we are all fully qualified RO-03s.
 - This employee sends mixed signals and complains about the logging of some individuals constantly, while he leaves others alone who are not following the same rules.
 - Again, when this employee was not supposed to be supervising the shift, he will send text messages or emails to the watch supervisor to call out our mistakes, behind our backs. This level of micromanagement is inappropriate. Moreover, it should not be authorized as there is already another designated supervisor on shift.
 - I detested working a shift with this supervisor as I felt like I was being micro-managed so closely that I felt like he might as well just do the work himself. Before I could get to them, he would revise my transit cards within the first half hour of the shift, from the supervisor position. He obviously did not have confidence that I would find the errors myself during my initial checks.
 - He has never given me a compliment for any of my work or progress and I have never seen him congratulate anyone.
 - Though he is truly knowledgeable about internal operations, he does not try to encourage or mentor new employees and only waits for us to make a mistake.
 - He puts pressure on other supervisors to maintain the same type of control over the staff and when they do not, they will receive a 'shit-o-gram' from him, with a copy sent to management.
 - I have heard that there have been many complaints made about this supervisor, but it does not seem like anything has been done to mitigate the situation and it is making some people miserable.
 - Lastly when he is working, he insists on keeping the temperature very low and cold, which is uncomfortable for many and he pays no regard to coming to a happy medium about the temperature.
- One supervisor only interacts with people that they like and socially excludes the rest by ignoring them for entire shifts, even when he is supervising.
 - He is extremely hard to get along with unless he considers you part of his inner circle. I was told that when a new trainee attempted to advise management of

this micro-aggression, management advised her that they would put a clown suit on him to make him more approachable. The supervisor then left the meeting and laughed about the situation in front of the others on shift.

- He also lacks any awareness and sensitivities to the hurtful nature of what he feels is funny. For example, he circulated a picture of an extremely obese man on a moped relating to a co-worker who had mentioned he wanted to buy a moped. The co-worker was very upset about this. This supervisor laughed it off again. He has little to no self awareness of the fact that words and actions can be damaging.
- In my opinion he works far too much, often bragging about the amount of overtime he is racking up. But I feel like the work is causing him to disengage from people and he treat people differently, depending on their relationship with him.
- There is a female supervisor who is very passive-aggressive when interacting with employees, especially new ones.
 - Instead of mentoring and encouraging them, they are left to their own devices during incidents and not given any help. Then, they are ignored for the rest of the shift. There is no understanding on her part that some employees are new and need encouragement and mentoring to get to the same level of confidence that she has.
 - I can tell that she does not like it when people handle incidents in a way that is not like the way she would handle it. There was pacing, and verbal 'showboating' as she was not attempting to help me, she was loudly and publicly demeaning me in front of the others.
 - After a couple of incidents while she was supervising, she indicated that we would have a meeting about it to debrief, which would never happen. Instead, she listened to audio of phone calls from previous incidents and found something to reprimand me for. It was something that I did not see coming and it was blown out of proportion as she was building up to giving me a bad performance review in a very passive-aggressive way.
 - This Supervisor and I were friendly with each other before she became a supervisor but then she started distancing from me because of the situations mentioned above.
 - This supervisor shows micro-aggressions towards employees that she does not like, and it is obvious and awkward.
- There are other supervisors who immediately critique the work of the person on shift before them and will send 'shit-o-grams' for any mistakes they see, especially picking on newer employees.

In summary, I am writing because I am concerned that new people joining Prince Rupert MCTS will encounter the same problems. It is the first time I have experienced this level of dysfunction in a Government position.

While I can only comment on our local department, I feel like it might be a national problem as I encountered some of these same issues while in training at the Coast Guard College. I believe this problem is systemic and needs to be corrected or people (especially women) will keep leaving at a great expense to taxpayers. Not to mention the waste of time for myself and other employees who have previously left. According to meeting minutes from Tuesday, February 25th, 2020 for the Labour Management Consultation Committee (LMCC), in which UNIFOR representatives and management were present, morale, harassment, and bullying in the Western Region Workplaces is acknowledged but not actioned. And then on May 12th, 2020, the local UNIFOR representatives met with UNIFOR management to express the same concerns and nothing was actioned. Bullying, harassment, and low morale in the workplace should not be tolerated and I suspect it has caused many people to leave. The lack of attention to this unacceptable and entrenched pattern of conduct and working environment should be addressed and taken seriously. The time for correcting it is long overdue.

There are plethora of tools and professionals out there who can help to address these issues. For example, there are many resources, training tools and management manuals available from Canadian Centre for Occupational Health and Safety which address systemic discrimination, harassment, bullying and dysfunctional workplaces. Most departments and agencies have specialized harassment and conflict resolution offices who assist managers reset work environments.

In severe cases, such as I believe is occurring here at MCTS, external third-party professionals come into a branch or office and conduct workplace audits. Once the issues and concerns and behaviours are identified, they assist managers to develop work plans to address the problems.

In closing, I trust that you will take my comments seriously and address my concerns. Significant change is urgently needed. There will be a tremendous amount of benefit by turning this place around, but it will require an intensive cultural change and education.

Sincerely,

Dana [REDACTED]
E: [REDACTED]
C: [REDACTED]

Coast Guard calling for Rupert radio officers

By K-J Millar
Prince Rupert Northern View

Prince Rupert and region residents are specifically being called on to become radio officers for the Canadian Coast Guard. An open call has been issued with the online application deadline extended until Oct. 23, in an effort to garner some homegrown talent.

Like many workplaces and businesses in the area, the Canadian Coast Guard is not immune to the systemic hiring issues that affect the local area.

██████████ officer in charge of the Prince Rupert Marine Communications and Traffic Services (MCTS) said. Supporting the local area with jobs is an important investment in the community, she said.

“There are two components to the job. Safety is one side of it. Mariners are used to talking to Prince Rupert Coast Guard Radio. We monitor for distress calls, disseminate safety and weather information, and if there is a search and rescue we coordinate communications for that ... When (Coast Guard) are on the water we are coordinating that communication.”

“It’s kind of like air traffic control for the ocean. We screen vessels coming into Canadian waters. We ensure they do not have any defects or deficiencies so that they are not polluting. We monitor them and ensure they do not come into conflict with each other. It’s much like an air traffic controller — they do that for planes, we do that for boats,” ██████████ said.

The Prince Rupert Coast Guard has one of the largest geographical areas in Canada to monitor, ██████████ said.

“We are regulating everything from Washington state to Alaska, with the exception of the inside coast of Vancouver Island. Any search and rescue incident that is on the water in that area, we are involved with.

The Coast Guard assists mariners with a myriad of at sea issues from small issues to large emergencies.

“We assist with thousands of incidents every year - from incidents like the Queen of the North sinking to the Amakusa running aground, to someone running out of gas from their day out at fishing. It really is a large set of scenarios that we tackle.”



K-J Millar / The Northern View

██████████ officer in charge of Prince Rupert Marine Communications and Traffic Services, said radio officers in Prince Rupert are the eyes and ears of the Coast Guard with the job as an ocean first responder being much like a 911 dispatcher.

██████████ said the team at the Prince Rupert Coast Guard works well together and has come together like a family.

“I think the sense of teamwork and comradery working in an operation environment such as this is pretty significant ... you develop a strong bond with the people you work with. You are making a difference in people’s lives and I think that gives you a strong sense of accomplishment.

The Coast Guard is not part of the military but is a branch of the government. The government operations in Prince Rupert currently has just more than 20 radio officers working on revolving shifts and has the capacity for up to 30 officers.

“They are the eyes and ears of the

Coast Guard,” ██████████ said.

“We train from the ground up, so you don’t need to have a foundational knowledge,” ██████████ said of candidates who may be wondering if a marine background is required. “You don’t need a university degree ... There are not a whole lot of jobs you can walk out of high school and just do.”

Local aptitude testing is completed every six months, and the next session is Nov. 2. Interested applicants can apply online at the government jobs website at any time if they miss this round of testing, ██████████ said. An interview and keyboarding session is then arranged, with an invitation to successful candidates to attend Coast Guard College in Nova Scotia.

Marine Communications & Traffic Services Canadian Coast Guard – Western

Institute of Ocean Sciences
9860 West Saanich Road
Sidney, BC, V8L 4B2
250-363-8904

2018 PUBLIC SERVICE EMPLOYEE SURVEY **Results of the Supplementary Questionnaire (via *SurveyMonkey*™)**

OVERVIEW

The 2018 Public Service Employee Survey (PSES) collated results for CCG Navigational Programs (NP) showed some categories where employees expressed negative responses to the questions posed. In order to evaluate these responses, and to act as a starting point to recognize and address these issues, the Regional Director of NP and the NP management team decided to delve into those particular results to determine, if possible, the exact concerns of the employees and to seek their input into potential ways to address the concerns.

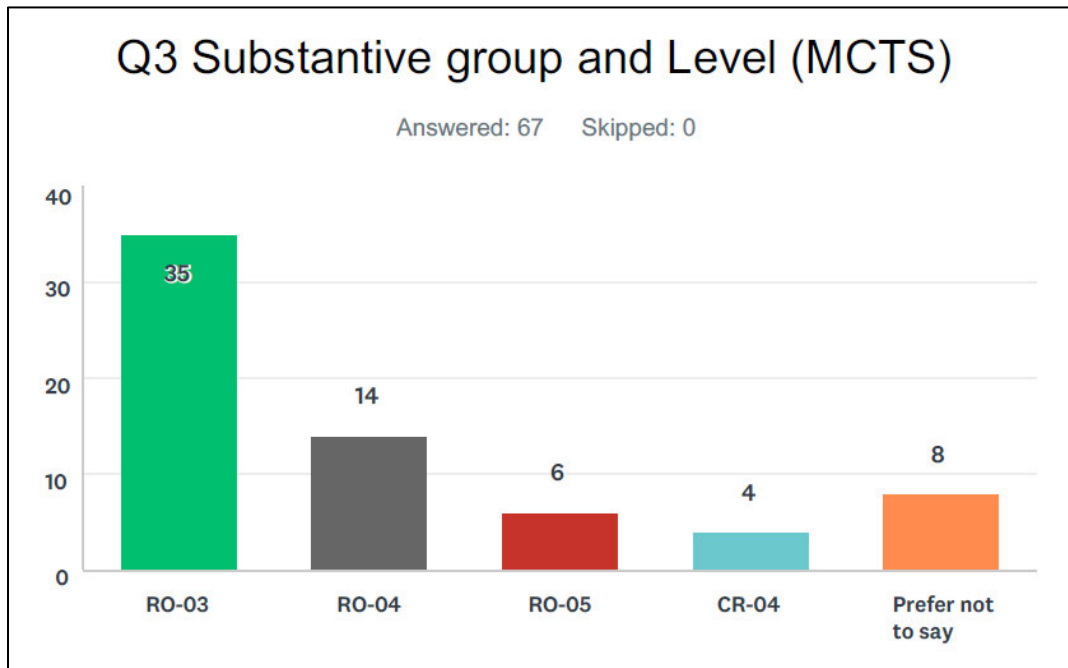
The *SurveyMonkey*™ online platform was used for this review because of its confidential nature. It allowed employees to answer the questions posed without having to use their name, DFO e-mail, or any other identifying data. It was hoped that this anonymity will ease privacy concerns so that staff felt free to express their issues and any solutions or mitigations they felt would enrich the work they do, their career, or their workplace.

The questions posed to employees were only be those that indicated results in the PSES where the negative percentage was greater than the positive, excluding the “*Neither agree nor disagree*” responses. The only exception were those questions related to harassment which showed that 33 % of the 31 NP respondents reported having been the victim of harassment on the job in the past 12 months – the seriousness of harassment in the Public Service means that any percentage of anonymous reports should be followed up by their directorates. In this case, through the confidentiality of the survey, there was hope to plumb the source or sources of this issue or, at the very least, resolutions sought by the possible victims.

RESULTS (of the questionnaire)

The *SurveyMonkey* questionnaire response by the operational and administrative staff of CCG Western region MCTS was excellent, with more regional MCTS contributors than the number of MCTS respondents to the national 2018 PSES survey itself (67 MCTS-W staff vs. 31 in total for CCG Navigational Programs across Canada which included respondents from both MCTS and AtoN).

The respondents from MCTS-W were made up of the following:



A review of the questionnaire results was performed by the Regional Director of CCG-W Navigational Programs, and the MCTS-W regional management team:

- [REDACTED] – Regional Director, CCG-W Navigational Programs
- [REDACTED] – Superintendent, MCTS-W
- [REDACTED] – Officer-in-charge, MCTS Victoria
- [REDACTED] – Officer-in-charge, MCTS Prince Rupert

In review of the responses, the overall issues identified are:

- Communications & Engagement;
- Performance Management;
- Career Development Opportunities (feeling valued);
- Training; and
- Harassment

BREAKDOWN OF IDENTIFIED ISSUES

The following explanations provide the particulars of the identified concerns expressed by the questionnaire respondents. In no particular order:

1. Communications & Engagement

Employees feel that Management (overall) doesn't adequately inform them of coming changes, the rationale behind these changes, and, most importantly, the impact these changes will have on their working conditions in particular, and their career as a whole. MCTS staff feel they don't

always know what's happening within the department or the direction it's taking, and there was a general consensus that they are often the last to be informed.

2. Performance Management

Respondents identified issues of poor performance by some staff (peers and superiors) that are not being properly recognized or managed.

3. Career Development Opportunities (feeling valued)

Employees were concerned that they don't receive enough information about career development opportunities, and sometimes opportunities are denied for reasons that do not appear to be apparent or consistently applied.

4. Training

While officers receive the necessary and mandatory training needed to perform the work they are charged to perform, a feeling exists among some of the respondents that training opportunities which would make their work lives more interesting, or which would be beneficial to career options within the Government but outside of MCTS, are not available.

5. Harassment

The respondents indicated that there are conversations and comments made during shifts that reach and possibly breach the description of harassment as defined in law and by the Public Service of Canada. Such activities, even if they do not breach the definition should not be considered unacceptable on shift both for the protection of the individuals on watch and for the effective running of the workplace overall.

RESULTS

The MCTS Regional Management team, reporting to the Regional Director of Navigational Programs, will work with the Unifor Vice President for Western, along with identified individuals from the two MCTS centres in the region, and members of the MCTS Administrative team, to devise acceptable methods of instituting changes, mitigations and solutions to address the issues raised by the survey, and that will be acceptable to all parties, satisfy the goals of MCTS, and meet the principles of the SMART problem resolution concept:

S	Specific
M	Measurable
A	Achievable
R	Relevant
T	Time-based

SOLUTIONS

A many-pronged approach is the best potential method of resolving the issues facing MCTS-W and its members; this will provide several mechanisms of support, each having an impact on 2 or more of the identified issues (see the table below). There need not be a large number of potential solutions to have an overall impact.

The table below contains a listing of some initial solution ideas and the identified issues they affect; explanations of each solution follow the table.

Potential Solutions	Identified 2018 PSES Issues for MCTS-W				
	Comms.	Performance	Career	Training	Harassment
MCTS-W Newsletter	X		X		
Superintendent Townhall	X	X	X		
Post-PR Check-in	X	X	X		X
Harassment Re-Training		X	X	X	X

MCTS-W Newsletter

A bi-annual newsletter could be transmitted with sections contributed by each regional RPS, OIC, and the Superintendent giving an update of all significant developments and projects, identify the lead officer, and explain how this may affect the officers of MCTS. If employees wish to participate in these changes, or have additional questions, they are to address them through their Supervisors or OICs.

Solution addresses:

- **Communications & Engagement** – Staff will be better informed on their workplace and work environment, and be in a better place to contribute to the change or provide constructive details of the effect of the change.
- **Career Development** – By being better informed employees will see the direction their careers and workplace is taking, and be better prepared for change based on concrete knowledge rather than conjecture amongst peers that is often based on limited or no specific data beyond the general.

Superintendent Townhall Discussion

Once per year, at one of the site visits to each of the MCTS centres, the Superintendent of MCTS will work with the centre OIC organize a townhall meeting open to all MCTS staff (operational and administrative) to explain the current state of MCTS and any active and planned changes and projects, and answer any questions posed by the officers, about any subject relevant to MCTS.

Solution address:

- **Communications & Engagement** – Staff will receive information on the workplace directly from the regional MCTS authority, and be able to ask questions particular to their concerns.
- **Performance Management** – The Superintendent can provide information on staff performance overall, or on regional and national directives, and discuss issues in general as questioned by the attendees. An open forum gives employees a chance to take advantage of having the entire regional management structure at their meeting to answer to their concerns.
- **Career Development** – (see MCTS-W Newsletter above).

Post-Performance Review Check-in

Twice per year, at the employee mid-term and year-end interviews, the meeting should finish with the employee's supervisor asking if there are any issues the employee wishes to discuss or observations about the workplace they would like to share. The supervisor should discuss those that are within their power to address, and catalogue anything else which they will address to

their OIC for follow up at that or subsequent levels. This is only if the issues raised are within the purview of MCTS to address and/or resolve – these issues will be shared with the entire MCTS management team to ensure they are viewed from the perspective of all MCTS, not in the silo of a single centre.

Solution addresses:

- **Communications & Engagement** – Using an open format at the end of a performance review will give the employee an opportunity to speak to management on a level basis and have their questions answered.
- **Performance Management** – Supervisors may be able to get first hand or anecdotal information to share with other Supervisors and the OIC in the hopes of addressing issues before they fester among the staff or becomes operational problems or liabilities. This will also allow centre management to support employees through focused supervision and training or corrective action where needed.
- **Career Development** – An open forum for discussion directly between the supervisor and employee gives them a chance to fully express their career intentions, get advice, show interest and follow-through, and have individual concerns addressed.
- **Harassment** – An open and private forum, with specific questions being asked and definition provided, would be an excellent opportunity for staff to discuss any issues they are having or ask questions.

JLP Harassment in the Workplace Re-training

All MCTS employees have previously received mandatory harassment training as part of their Public Service training however over the years the idea of ‘harassment’ may have drifted from its real definition to the point where it’s no longer recognized when its seen or experienced, or where employees perceive harassment when in fact it’s something different. Similarly, employees have previously been taught their rights and management’s obligation of protection, and strategies for dealing with issues when they arise, however over time these concepts may have similarly faded.

JLP Harassment in the Workplace re-training could be organized so that MCTS staff receive it a few times during their career. This would fortify the knowledge they gain from the training and give them a periodic check-up and personal assessment of their own behaviour.

Solution addresses:

- **Performance Management** – Employees will be better equipped to recognize harassments as defined by the TBS (whether exhibited by others or within themselves), have a better grounding in strategies to manage these situations, and know how to seek resolution of the matter.
- **Career Development** – Employees with a good grounding in this aspect of Public Service will be better equipped for supervisory and managerial roles when seeking advancement.
- **Training** – This training provides value to the employee, expresses management’s interest in better developing their staff, and re-addresses an issue that is of high importance to TBS and DFO’s staffing program.
- **Harassment** – (see Performance Management above).

CONCLUSION

The MCTS management team will work toward implementing these solutions over the coming year, and check in with concerned parties to ensure that they remain on track and are achieving the desired results. The first check-in will be at the 2019-2020 year-end performance review when managers and supervisors will have a chance to personally touch base with employees and gauge their impression on the effectiveness of the efforts being put forward.

**UNIFOR & MCTS Management
Labour Management Consultation Committee
Minutes
Tuesday, February 25th, 2020**

Co-Chair: [REDACTED], MCTS Superintendent

Co-Chair: [REDACTED], Vice President Unifor Local 2182 Western

In attendance: [REDACTED] (OIC, Victoria MCTS), [REDACTED] (Absent (Shop Steward, MCTS Victoria)), [REDACTED] (Administrative Assistant, MCTS Regional – Scribe)

Via Teleconference: [REDACTED] (OIC, MCTS Prince Rupert), [REDACTED] (Shop Steward, MCTS Prince Rupert), [REDACTED] (Advisor, CCG LR)

Meeting began: 09:07

Minutes from July 12, 2019 reviewed and accepted.

STANDING ITEMS

Equipment:

09-06 – INNAV Workstations (frequent lock-ups; identified 2019)

- Version 8 install meant to run on Windows 10 was not successful, reverting back to Version 7, currently running on Windows 7.
- [REDACTED] confirmed 15 new monitors and workstations, installed with Windows 10, are expected in the next couple days. Techs will need time for modifications to video cards, etc. before installs.
- Prince Rupert install will go ahead after Victoria is resolved.

09-06 – CCS Headset Option

- Follow up with Chris McWilliam confirmed there hasn't been any progress.
- Money in budget, suggested working with technicians to find some that work with the consoles.

Action Item: [REDACTED] will email members, determine if this is still an issue. Discuss next meeting to remove from standing items.

Training:

20-01 – Harassment Training (resultant from 2018 PSES review)

- [REDACTED] confirmed the 31 people who took the national survey were from all of Nav Programs, which is why the survey monkey for MCTS was done.
- Harassment responses were low, however even one is reason for concern.
- [REDACTED] and [REDACTED] organizing Harassment course to be delivered through JLP.
- Victoria course scheduled for April 8th, 2 more courses are planned to train all staff by end of 2020
- [REDACTED] confirmed JLP agreed to two back to back courses in Prince Rupert. A union rep is needed before JLP will do the course, currently do not have a volunteer.

Action Item: [REDACTED] to provide [REDACTED] with requirements. [REDACTED] will send request to members for union representation volunteer

Staffing & Standards:

16-03 – RO Classification Standard / Pay Review

- A Classification Standard review is intensive, done at the national level. Currently waiting on other considerations before being put forward.
- A Pay Review looks at the work being done, pay being received and determining if its equitable. It must be initiated by the union and can be done parallel to classification review.

- [REDACTED] has an issue with outdated standards, the last review was 1995. He was advised it needs to be pushed at national union level.
- [REDACTED] intention is to have all members participate in a work description grievance.
- [REDACTED] recommended getting all the information and records from the national bargaining agent.
- [REDACTED] shared at the last National Meeting it was agreed and recommended to the national manager, that a classification review was in order.

Action Item: [REDACTED] will look into the pay review and gather more information for the grievance.

16-04 – Staffing Standard (submit to close item)

Action Item: Agreement to close.

OLD BUSINESS (NON-STANDING)

19-01 New RTO Position (submit to close item)

- Jennifer Madeiros will start April 14, 2020. She will do the classroom training. to give her a view of all training in the region.
- Shawn Madeiros RO-04 will be a spousal transfer.

Action Item: Agreement to Close

19-02 PSES 2018 Post-results Questionnaire

- Identified behaviors that were not being addressed by supervisors. (i.e. on-watch behaviour detrimental to good morale, people spreading misleading or erroneous information to the whole watch, etc.).
- Reviewed the harassment portion earlier in 20.1, the rest of the results will go out in a newsletter.

Action Item: Stay as old business.

19-03 MCTS National Optimum Scheduling

- Not in place yet, still on National's radar because of the OT that MCTS generates.
- [REDACTED] confirmed for [REDACTED] that there is no communication or direction at the national management level for short-staffing as a money saving measure. We are constantly under pressure to staff.

Action Item: Stay as old business

19-05 Marine Mammal Protection Desk

- The whale desk will be in place as of April 1, 2020 it will not be operational. Monitoring will continue as it did the previous year.
- Intending to staff with RO-01 and eventually RO-03, no intention to pull from current RO-03 pool.
- [REDACTED] confirmed there are 8 trainee's for next round at CCG college in May 2020.
- A submission was made to DG Ops for special circumstances for Whale desk trainees to train locally to RO-01 standard, then send to college. College has to accept the training.
- [REDACTED] brought up concerns regarding increase in noise, facilities, and telephone system.
- Intended the whale desk calls will go to voicemail and not supervisors desk, moving the quiet area, RPSS responsibility to augment facilities. Three committees are in place for centre input, training, equipment and operations.

19-06 360° Appraisals (submit to close item)

- We can't do 360 appraisals, OIC's are working with supervisors to get feedback/input by asking more directed questions after the performance review..
- [REDACTED] said the idea was for the supervisor to know how they are doing as supervisors. Getting a better picture of RO-03 / RO-04 interaction.
- [REDACTED] did confirmed that performance reviews are being used in the selection process.

Action Item: Agreed to remove.

19-07 Legislative Changes (UMCC TOR)

- Stu read that there were changes but confirmed no impact to us.
- National had an issue with who we were grouped with but it hasn't changed bargaining practices.

Action Item: Agreed to remove.

NEW BUSINESS – MCTS MANAGEMENT

20-02 Trans-Mountain (submit to add to 19-05)

- Changes under a separate stream, recommendation 5&6.
- 18 new positions for Victoria. The funding was specific, it had to go to Victoria
- An additional VTS position will be put in place for TMX. OIC will submit recommendation to on the best way to divide up the existing traffic system.
- There's an opportunity to split up sectors together, not just the south area. To reallocate the workload at the same time creating a better, safer system for the mariner.

Action Item: Move to standing items. [REDACTED] to organize a meeting with working groups.

20-03 Pro-active Vessel Management (TC & First Nations)

- Additional work by RO's, mainly providing waterway information. No technology or considerations changes will take place.
- TC under RFA with First Nations to consult and be considered in decisions.
- TC formed three groups. Gitga'at, Gitxaala, Haida Gwaii, and Central Coast and Vancouver Island.
- Haida Gwaii wants safe distance off shore, voluntary 50 nm. Mainly commercial trade vessels, MCTS would monitor and advise vessels and report to TC. It's a standard of care document and has been submitted to legal in Ottawa.
- Gitga'at, Gitxaala concern is food source areas. Want establishment of extra calling in points. Rupert has already established 'unofficial' points at Nepean Rock, Emilia Island. Will have harvesting etc. presented as waterway information.
- Central Coast and Van Island has same concern of food source waterway consideration. Mainly Articulated Barges through Hecate Strait.

Action Item: Move to old business.

20-04 MCTS National Workload Study 2020 (in planning)

- Currently evaluating the process, intention is to do another official study of MCTS operations.
- Currently evaluating stats through INNAV, and looking at how to measure safety.
- Reviewing systems we have, taking the value of each and apply to stations across the country.
- Currently no timeline or date for the study .
- Consideration should be given regarding the current rail issues right now when collecting data.

Action Item: Move to old business. [REDACTED] will email concern of rail strike issues for study.

NEW BUSINESS – UNIFOR LOCAL 2182

20-05 Definition of Consultation (relating to union-management discussions)

- [REDACTED] provided a definition from JLP of what consultation is.
- [REDACTED] would like to see an avenue for more input before decisions are made to help facilitate a better working relationship. Main goal is overall improvement to work the environment.
- [REDACTED] remains concerned about the apparent lack of consultation and believes it is likely a corporate culture – while he has agreed it can be removed as a business item it will most likely continue to be brought up.

Action Item: Agreed to remove.

20-06 Request Update on Statistics

- We base everything on the number of movements.
- All the columns are correct, however they do not add up if you add them across.

- It takes 15 days for data to go into INNAV database, calling in points are in real-time. When you draw the information is important.
- If stats are provided through an ATIP to other agencies they are usually specific. We use specific calling in points and run reports. Stats are reviewed and vetted.

Action Item: Agreed to remove.

20-07 Updates to LMC Minutes on DFO Intranet

- LMC Committee intranet site is not up to date, has outdated union information
- Would like to see update to LMC minutes, last one posted was 2014. Would like to see minutes added after a meeting is done. This can be done by contacting Communications.
- [REDACTED] confirmed this is an official union management meeting.

Action Item: [REDACTED] will provided all minutes, [REDACTED] will provide updated union information for website. [REDACTED] will contact national colleges for the process of the minutes.

20-08 Management Initiative on Morale (submit to move to Standing Items)

- [REDACTED] suggested a new approach needs to be made, surveys, performance management, communication isn't working. He recommended soliciting suggestions from staff. It was confirmed the survey provided that opportunity, no suggestions were received.
- [REDACTED] feels a need for outside consultation for direction. Without a real effort to improve morale fears losing more people because of it.
- Disadvantage as federal employees to provide typical team/morale building events.
- [REDACTED] stated communication was heavily identified as an issue, harassing environment, lack of information and opportunity were others. We are focusing on these areas, and have to look at broader, more generic approach to solve the problems.
- If there are individual issues at your station, or ideas for morale building you should bring to OIC.
- Undecided if morale should be added as a standing item, add to old business for now.

Action Item: Add Staff Morale to old business.

20-09 Loss of VHF Channel 61

- [REDACTED] feels it deteriorates the working conditions. an example of an oversight for consultation.
- The reason for the change was technicians requested the need for consistency among stations.
- [REDACTED] confirmed consultation was done, Terry Speed, OIC approached staff to see if there was any reason we shouldn't go with a consistent model. No reasons were presented.
- In future we will be mindful of effective consultation.

Action Item: Agreed to remove, brought up as an example

Meeting adjourned: 11:51 am

Signed – May 26th, 2020

Union Co-chair

Management Co-chair

[REDACTED]
 Unifor Vice-President, Western

[REDACTED]
 Acting Superintendent, MCTS Western

Local 2182



DATE May 12, 2020

Attendees:



Minutes



Topic	Type	Notes	Owner
Agenda review		1. Presidential Report	JP
		2. Regional Reports	VPs
		3. Pay Revision	SM
		4. Covid Grievance Abeyance	SM
		5. Next Bargaining Session	SM
		6. Consultation and Morale	SM
		7. Union Activities for Membership/Newsletter	SM/LL
		8. Elections	LL
		9. High Productivity at Home Work During Covid-19	LL
		10. Round Table	ALL

1. Presidential Report	AGENDA	<p>JP - I have been attending biweekly meetings with the treasury board, other bargaining agents and the Chief Human Resource Officer, Sandra Hassan. Some of the matters at the table are EAP, and members taking 699 leave to stay home with their children. There have been discussions about the health checks and how long the information would be kept. I am happy to say that the concerns regarding members being refused entry at the health checks have been resolved thanks to the VPs.</p> <p>JP - When the pandemic was declared, the employer was using the term "essential service" but they have since starting using "critical service" due to push back from the union. I encourage all ROs to refer to themselves as critical service employees.</p> <p>JP - I have been attending meetings with the DFO, which were biweekly in April and are now down to weekly. Julie Gascon is always on the call, and on every call she points out MCTS and the roll we play during this pandemic.</p> <p>JP - In the DFO and Treasury Board meetings, we are now involved in return to work discussions. We do have members who will be affected. Overcrowding and social distancing could be an issue. There have been a lot of discussions about facial coverings, but the Public Health Agency has not come out with an official directive.</p> <p>JP - The new directive will be coming out soon about optimum scheduling. The employer will be proceeding with a more up-to-date workload study. I have a tentative meeting tomorrow with Jean Guevremont, so I will get another update on the progress.</p> <p>JP - There has been a lot of pressure in MCTS to show up and produce. Everything I've heard is positive about how the ROs have reacted and responded to the situation.</p>	JP
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2. Regional Reports	AGENDA	<p>SM - With Covid, almost every meeting has been postponed. We had an issue with the thermometers, but we did get new ones. There were some issues, but everything is working out.</p> <p>SM - The Acting Superintendent never called me regarding optimum scheduling. We have not seen it here yet, but we do often run short.</p> <p>SM - Grievances and meetings are in abeyance.</p>	SM
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LL - In Quebec we are now back to our normal shifts and regular teams. We did have closed teams to avoid contact, with three days off. The employer paid us 5.4 hours weekly to compensate. Everyone was satisfied as they knew it was temporary and for safety.

LL

LL - The members from Iqaluit are now in Ottawa on paid isolation. Once they arrive in Iqaluit, they will be in quarantine for another two weeks, but they have a special measure to allow them to go between home and the center. The OIC and has arranged to provide the ROs with food or whatever they need for living. They will be working 12 hour shifts until the measures loosen up. They were on a group meeting with Mathieu Roy and Andrew Martin, who is the Northern Director-General for the DFO and the Coast Guard.

LL - I had received some interest in the vacant Shop Steward and Vice President positions, so we may have some candidates for the upcoming elections.

LL - All grievances are on hold and everything is going smoothly.

MF - With Covid, there was some pushback with the screening process. Everyone is getting screened coming into their stations and maintaining social distancing. I've had a lot of discussions with our Commissioner, Gary Ivany, regarding the screening because I felt the standard was too high. People were being sent home unnecessarily and they had to call public health, and ECC. There was a question if they had to distance themselves from their own families and stay home from work for two weeks. Luckily, things have changed in that regard.

MF

MF - We have a trainee in Goose Bay and I will be starting his training with the new standards.

MF - I've reached out to Chuck Martin with LR and dealt with some retro pay issues, which have since been fixed. We had a bunch of members receive retro pay from two years ago.

SM - A lot of the retro came out here too. I have a member who is at the 4th level adjudication and still hasn't gotten paid.

LL - We are getting retro from two years ago here in Quebec too.

SM - Did Coast Guard give any of the new trainees equipment and computers to work from home?

JP - I believe equipment should have been given to trainees. It is late now. If we had known we would have dealt with it, but we can't do anything unless we know.

3. Pay Revision

AGENDA

SM - I just wanted to know where we stood with the pay revision. I think the best approach is to reach out to unions who have been through this and to management. Was there ever a discussion on it?

SM

JP - I haven't brought it up to anyone since we talked.

SM - If management says they are willing to do a pay revision but we need to request it, then we should look into that.

JP - I agree. I could start with Julie Gascon and then we'll push it up the line depending on where we go.

SM - We should get a premium for increased danger. I've had multiple inquiries about the \$4 premium.

JP - The \$4 premium is for people dealing with the public during Covid. I brought it up in a meeting on April 28th, referring to it as a "critical service premium". As more agents jumped on, they called it "hazard pay" and I keep trying to bring it back to critical service pay. The employers are working on it, but I don't know the angle they are looking on it.

4. Covid Grievance Abeyance	AGENDA	<p>SM - Grievances are in abeyance until May 31st, which is important to know. We have had concerns about members' rights.</p> <p>JP - The provision is there to proceed with grievances, but it would have to warrant immediate attention.</p>	SM
5. Next Bargaining Session	AGENDA	<p>SM - I briefly alluded to the critical service premium, and like all the great things that the employer has said about us, that has to be brought forward during bargaining.</p> <p>SM - What we are dealing with now is optimum premium.. It would be nice for management to staff enough to give people proper breaks and not overkill on a traffic position because there is no one qualified to work it. I think we should start prepping for the next bargaining session and get the membership thinking about a hard fight.</p> <p>JP - I agree. If we start now then we will have a better understanding of what the members want us to do for them at the table. I also hugely agree that this pandemic is a good chip for MCTS to proceed going into bargaining. We should maybe start the conversation in our UMC meetings 8 months before we put in our notice to bargain.</p> <p>LL - We had a memo from the Assistant Commissioner, cheering us on and telling others within the DFO and CG that we have our own heroes and they are the MCTS officers who are going to work 24/7. This is something that could be useful to us in the next round of negotiations.</p> <p>MF - We are inundated with emails from our Assistant Commissioner. I think we can use all that information to bring to the bargaining table and say that these things are important all the time and our job doesn't allow us access to all these things that are important to our health 24/7 so we expect to be compensated for that.</p>	SM
6. Consultation and Morale	AGENDA	<p>SM - On my last meeting with the superintendent, I wanted to put morale as a standing issue on the agenda, but he did not like that idea. I am prepared to take it to the next level because I find them very lack luster with consultation and their emphasis to boost morale. The interpretation and measures they attempted to put in place to increase morale were ineffective. I don't see any changes in morale - in fact it's worse. We are losing people and we are still facing a critical shortage down the road.</p> <p>SM - One of the reasons morale is so low is because our job is so bureaucratic and political. Local management is not encouraged to come at it with things that make sense. I think an independent consultant should come in, look at our agency, ask the people what they can do to make things better, collate the data and then see what can be done. The first step is having it set as an agenda on the UMC.</p> <p>SM - Nothing has changed consultation wise. Things are changing every day and consultation is seriously lacking. I want to know if you are facing the same thing.</p> <p>JP - It doesn't sound like it's around the country. If there is a problem, you and I can have a conversation.</p> <p>SM - Our commissioner is pretty reasonable, but I need some good examples to back it up.</p>	SM
7. Union Activities for Membership/Newsletter	AGENDA	<p>SM - I think it's time our members have an update from the union. I want to come up with something as an update to give the members.</p> <p>JP - We could aim for a quarterly newsletter.</p> <p>LL - I started working on a newsletter. I think this would be the right time to reach out to our members because we are getting their attention right now. We could reach out and let members know we want to hear from them and what's happening at their centers.</p> <p>MF - Canada Day would be a good time for a first issue.</p>	SM/LL

JP - Everyone work on what they want for their piece and let's say June 1st we come together with where we are at. We can do it over email.

LL - I have already started a draft, which I'll send to you.

ACTION ALL work on Newsletter pieces. First issue to be distributed July 1st.

8. Elections

AGENDA

LL - I have had inquiries about when we will have the call back for the vacant positions. The Elections Chair advised there would be a call on May 1st, but that has been put on the backburner with Covid.

LL

JP - I will email James and ask him.

ACTION JP to contact the Elections Chair to inquire about the call for nominations for vacant positions.

9. High productivity at home work during Covid-19

AGENDA

LL - I received an email from Adam Juryk in Prescott, inquiring about high productivity demands when working at home. Some employees are finding it difficult to meet the OIC's requirements of 8 hours of work at home due to a variety of reasons, such as family responsibilities, and childcare. In Prescott, instead of using 699 leave when there is an excessive employee schedule, they are required to complete 8 hours of online courses when assigned special projects at home.

LL

JP - If you are home and your children need care, that is 699 leave. The priority is to be home and not put any more stress on you. This is something that can be fixed once we have the details, but there is no high productivity level that you have to maintain if you are off for those reasons.

10. Round table

AGENDA

MF - Jacqueline, did you get any replies for the optimal staffing email you sent out last week?

MF

JP - Just something from Luc about the translation from MCTS officer that came out as MCTS agent so I sent that to Francois.

SM - I have always expressed that minimal staffing was a bad idea because it was only going to hurt us. It's interesting how national management was putting the onus on the OICs and regional management to implement it.

JP - I have had conversations with Dan Nickle and Julie Gascon about it and they say the OICs and the superintendents are the ones who know the productivity at any given time of year or day. I thought it was a good and bad point because it really puts pressure on the OICs.

Meeting adjourned. Next meeting June 22.