

NATIONAL JOINT COUNCIL

**GENERAL
SECRETARY'S
ANNUAL REPORT
2021-2022**

UNIONS AND EMPLOYERS WORKING TOGETHER



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YEAR IN REVIEW

April 1, 2021 to March 31, 2022

Dear Members of Council,

I am pleased to share with you the 2021-2022 General Secretary's Annual Report. The report serves to provide an overview of the National Joint Council's (NJC) work, and to take stock of its accomplishments during the past year, from April 1, 2021, to March 31, 2022.

The report also contains the Yearly Planning Agenda for 2022-2023 developed by the Executive Committee and ratified by Council in June 2022 (see appendix). The agenda, summarizes the leading priorities for Council for the year ahead and the work that is to be carried out by the various NJC working committees and Boards.

The NJC remains a unique organization that prioritizes the interests of its stakeholders. Its governance model, which is equally unique, provides that all matters falling under its responsibility are jointly considered and decided by the parties. The resolve of the parties to work together, and strong leadership has enabled the Council to continue to move the agenda forward, despite the ongoing difficulties resulting from the pandemic.

The NJC process works in complement to traditional collective bargaining, and the results are improved terms and conditions of employment, as well as health-related benefits for the membership and the federal public service employees they represent. Members of Council, from both sides, provide representatives for all committees and Boards of Management. These representatives are committed to the NJC's collaborative model of resolving grievances and/or appeals and consulting on a variety of other issues with service wide application.

During the course of its 77th year of operation, the NJC continued to make good use of technology to avoid any significant backlogs in processes and procedures, especially as it pertains to grievances, appeals or the cyclical review process. Despite the challenges, the NJC continued to provide the safe space for discussions on a number of subjects, including the ongoing pandemic in order to identify and potentially resolve issues as soon as possible.

The NJC Secretariat staff continued to work diligently in support to the membership, addressing concerns as they arose. This stabilizing presence contributed to the success of the committees and boards, and I want to thank them for all their efforts.

NATIONAL JOINT COUNCIL 2021-2022

I would like to personally thank all the members for their hard work and commitment and for their lasting contribution to the NJC. The following seeks to provide a brief summary of some of the accomplishments of the various constituent bodies over the past year.

CONSULTATIONS

To achieve their objective, meaningful consultations require transparent discussions and should involve early engagement whenever possible.

As such, the parties continued to make good use of the NJC auspices to conduct consultations on a number of subjects, chief among these being COVID-19 and its impact on people and government operations. Aside from the important dialogue related to the pandemic, some other topics of consultation during the reporting period included:

- June 2021 - Council welcomed Christine Donoghue in her new role as Chief Human Resources Officer, Treasury Board of Canada Secretariat. It also hosted a presentation from TBS on the results of the 2020 Public Service Employee Survey.
- September 2021 - Bill Matthews, Deputy Minister, Public Services and Procurement Canada provided an overview of his role as Deputy Minister Ally for the United Nations Decade for People of African Descent in the Federal Public Service.
- December 2021 - Council received updates on the Greening Government Initiative from the Treasury Board Secretariat and on Public Service Renewal from the Privy Council Office.
- March 2022 - the Council welcomed a presentation from the President of the Public Service Commission with respect to its Annual Report and the results of the Staffing and Non-Partisanship Survey.

TRAINING & OUTREACH

The learning curriculum was revamped to facilitate its “virtual” delivery. The team successfully trained new committee members as well as labour-relations practitioners from both the union and employer sides. More than 125 individuals were able to benefit from this training. A session was also tailored for the Royal Canadian Mounted Police (RCMP) and the National Police Federation (NPF), given their recent adoption of various NJC directives. In addition, a training session was held for Departmental Liaison Officers, given the significant turnover in the group.

NATIONAL JOINT COUNCIL 2021-2022

OTHER ACCOMPLISHMENTS

Due to the ongoing uncertainty surrounding the ability to hold in-person events, a series of three individual webinars were hosted over the course of the year.

The webinars featured speakers from within the ranks of the public service and the Bargaining Agents as well as private sector experts. The sessions, held in June, September, and December 2021, dealt with the following subjects:

- Employee Wellness During the Pandemic
- The Pandemic and Its Impact on Employees and their Workplaces
- Navigating the Post-Pandemic Workplace

In addition, the Occupational Health and Safety Directive, the Uniforms Directive, and the First Aid to the General Public – Allowance for Employees were promulgated with an effective date of March 1, 2022.

Finally, the input call for the cyclical review of the Travel Directive as well as the Isolated Posts and Government Housing Directive closed on February 1, 2022, and the “opting call” was launched soon thereafter. The committees will begin the co-development process in earnest.

As I contemplate the year ahead, I am hopeful that we will be able to come together more easily, in person as a group, as strong relationships make for better labour relations.

Gratitude to all for your confidence and ongoing support.

Sean Ross,

A handwritten signature in black ink that reads "Sean Ross". The signature is written in a cursive, flowing style.

General Secretary
National Joint Council Secretariat

MANDATE

of the
National Joint Council

Created in 1944, the **National Joint Council (NJC)** now includes nineteen (19) public service Bargaining Agents, the Treasury Board Secretariat and four (4) Separate Employers as members. The activities of Council directly affect the working lives of over 260,000 represented employees in 89 departments and agencies in every region of Canada. The NJC contributes to effective labour relations and human resources management on many fronts, including:

- by co-developing public service-wide terms and conditions of employment through various NJC directives;
- by co-developing public service-wide health care coverage;
- by providing joint management of health care plans;
- by developing and reviewing occupational health and safety policies and providing advice and leadership to departments and agencies in this field;
- by resolving employee grievances (related to NJC directives) and appeals (regarding dental and disability benefits);
- by providing a forum for information-sharing, consultation and co-development on other policies and initiatives (such as for employment equity and official languages);
- by sponsoring other activities to build strong relations among the parties.

The National Joint Council of the Public Service of Canada is the **forum of choice for co-development, consultation and information sharing** between the government as employer and public service bargaining agents.

Through the National Joint Council, the parties work together to resolve problems and establish terms of employment that apply across the public service. NJC subjects include government travel, relocation, commuting assistance, isolated posts and government housing, foreign service, work force adjustment, safety and health, the bilingual bonus and public service health plans.

GOVERNANCE

of the
National Joint Council

Under the NJC Constitution and By-laws, the activities of **Council** are formally governed at quarterly meetings of all participating Employer and Bargaining Agent members. Decisions of Council are made by consensus of the “Employer Side” and the “Bargaining Agent Side”. In the case of NJC directives, participating members give full legal force to Council decisions by incorporating new directives as integral components of their respective collective agreements.

The **Executive Committee** is composed of three (3) representatives from each of the Employer and Bargaining Agent Sides respectively, supported by a Side Secretary for each side. The Executive Committee is empowered to act on behalf of Council in administering the activities of the NJC during the intervals between quarterly meetings. Executive Committee decisions are subject to formal ratification by Council when they are reported at Council’s regular quarterly meetings. Council may also delegate its decision-making authority to the Executive Committee to facilitate timely and effective action.

The **General Secretary** acts under the broad direction of the Executive Committee and is not a member of Council or any NJC committees. The Employer and Bargaining Agent Sides alternately nominate the General Secretary who heads the NJC Secretariat for a five-year term. The **NJC Secretariat**, operating under the supervision of the General Secretary, offers administrative and professional support to Council and its constituent bodies.











The day-to-day work of the NJC is accomplished by the many hard-working and dedicated representatives of the parties who serve as appointed members of NJC **Working Committees**, working groups and boards of management. These constituent bodies report to Council through the Executive Committee and carry out a wide range of activities as determined from time to time by the Executive Committee.

ORGANIZATIONAL STRUCTURE



MEMBERS

Bargaining Agents

Association of Canadian Financial Officers		Federal Government Dockyard Trades and Labour Council (East)
Association of Justice Counsel		International Brotherhood of Electrical Workers, Local 2228
Canadian Air Traffic Control Association, Unifor, Local 5454		National Police Federation
Canadian Association of Professional Employees		Professional Association of Foreign Service Officers
Canadian Federal Pilots Association		Professional Institute of the Public Service of Canada
Canadian Merchant Service Guild		Public Service Alliance of Canada
Canadian Military Colleges Faculty Association		Research Council Employees' Association
Canadian Union of Public Employees, Local 104 (CUPE 104)		Unifor, Local 2182
Federal Government Dockyard Trades and Labour Council (West)		Union of Canadian Correctional Officers
	Federal Government Dockyard Chargehands Association	

Employers

Canadian Food Inspection Agency
Communications Security Establishment Canada
National Research Council Canada
Office of the Auditor General of Canada
Treasury Board of Canada Secretariat

MEMBERS OF THE EXECUTIVE COMMITTEE

EMPLOYER SIDE

CHAIRPERSON

CAROLE BIDAL (February 2022-Present)

Treasury Board of Canada Secretariat

MARIE-CHANTAL GIRARD (until February 2022)

Treasury Board of Canada Secretariat

VICE-CHAIRPERSON

DAN DANAGHER (until December 2021)

Global Affairs Canada

REPRESENTATIVE

SHIRLEY CARRUTHERS

Natural Resources Canada

SECRETARY

ALINE TAILLEFER-MCLAREN

Treasury Board of Canada Secretariat

BARGAINING AGENT SIDE

CO-CHAIRPERSON

DANY RICHARD

Association of Canadian Financial Officers

VICE-CHAIRPERSON

CHRIS AYLWARD

Public Service Alliance of Canada

REPRESENTATIVE

JENNIFER CARR (January 2022-Present)

Professional Institute of the Public Service of Canada

DEBI DAVIAU (until December 2021)

Professional Institute of the Public Service of Canada

SECRETARY

ANDREA DEAN

Public Service Alliance of Canada

NJC SECRETARIAT

GENERAL SECRETARY

SEAN ROSS

National Joint Council

SECRETARY

ELIZABETH SHUM

National Joint Council

CHAIRPERSONS

COMMITTEES

Foreign Service Directives Committee	Denis Trottier Transport Canada
Government Travel Committee	Jennifer Cruickshank Fisheries and Oceans Canada
Isolated Posts & Government Housing Committee	Tracey Sametz Transport Canada
Joint Employment Equity Committee	Eddy Bourque (Co-Chairperson) Canada Employment and Immigration Union Debbie Johnston Winker (Co-Chairperson) Agriculture and Agri-Food Canada
Occupational Health & Safety Committee	Denis St-Jean Public Service Alliance of Canada
Official Languages Committee	Julie Desroches Agriculture and Agri-Food Canada
Relocation Committee	Eric Saint-Onge Environment and Climate Change Canada
Service-Wide Committee on Occupational Health & Safety	Charles Vézina (Co-Chairperson, January 2022-Present) Treasury Board Secretariat Drew Heavens (Co-Chairperson, April 2021-February 2022) Treasury Board Secretariat Milton Dyck (Co-Chairperson, December 2021-Present) Public Service Alliance of Canada Fabian Murphy (Co-Chairperson, until December 2021) Public Service Alliance of Canada
Union-Management Relations Committee	Cathie Fraser Research Council Employees' Association
Workforce Adjustment Committee	Nancy Taillon Library and Archives Canada

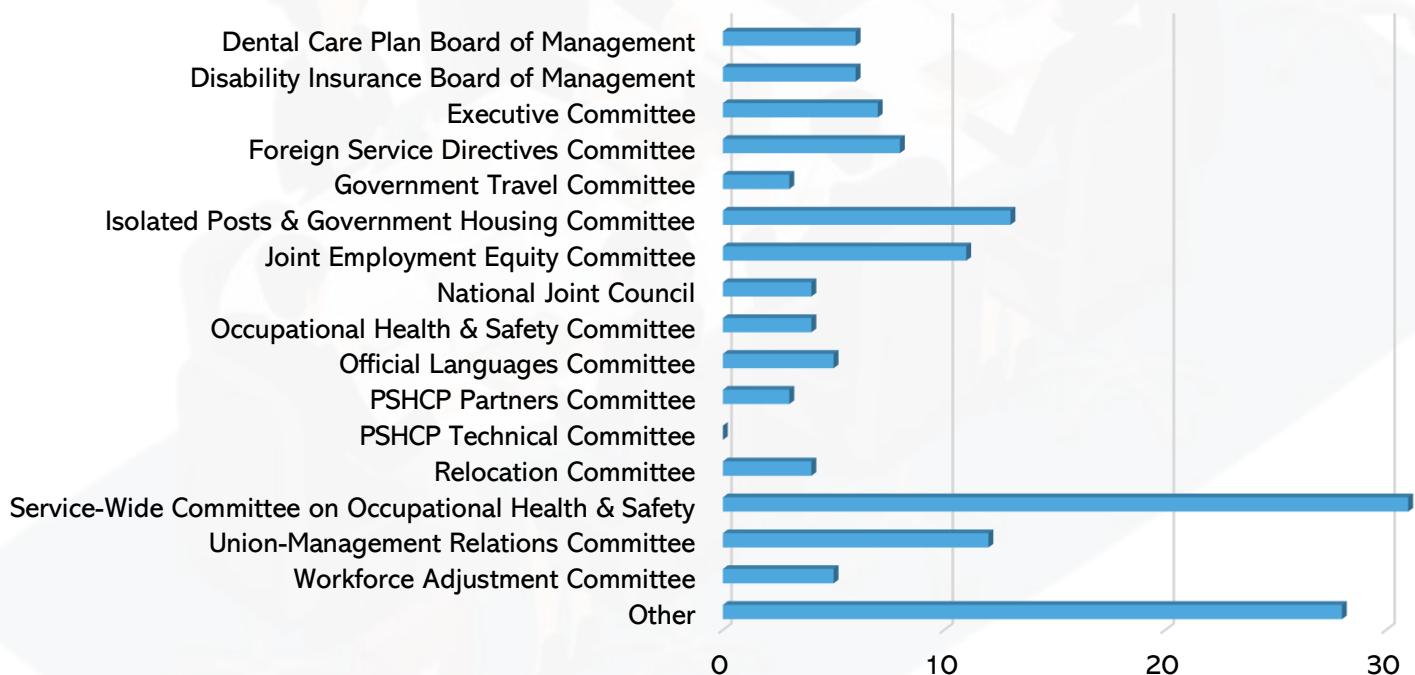
BOARDS

Dental Care Plan Board of Management (NJC Part)	Dr. Martin Chartier (March 2022-Present) Dr. Peter Cooney (until March 2022)
Disability Insurance Plan Board of Management	Patti Bordeleau (November 2021-Present) Barry Fennessy (until November 2021)

WORKING COMMITTEES

The various Working Committees and Boards that form part of the NJC continued with their modified processes and procedures, as a result of the COVID-19 pandemic. Nonetheless, the National Joint Council was fortunate to continually benefit from the hard work and dedication of its members. Each of the Working Committees and Boards are comprised of Bargaining Agent and Employer representatives that bring with them a variety of knowledge and expertise. In the following pages, you will find a summary of some activities and achievements that each Committee or Board accomplished during the 2021-2022 fiscal year.

MEETINGS



Notwithstanding the difficult times, the NJC Secretariat had another busy year providing professional, administrative, and logistical support to organize meetings for Council, the Executive Committee, and the various Working Committees and Boards of Management. In total, the Secretariat organized **150** meetings through the 2021-2022 fiscal year. Due to COVID-19 restrictions, these meetings were conducted virtually, via video or telephone. The NJC also played an important role in facilitating multiple meetings between the parties on emerging issues related to the global pandemic.

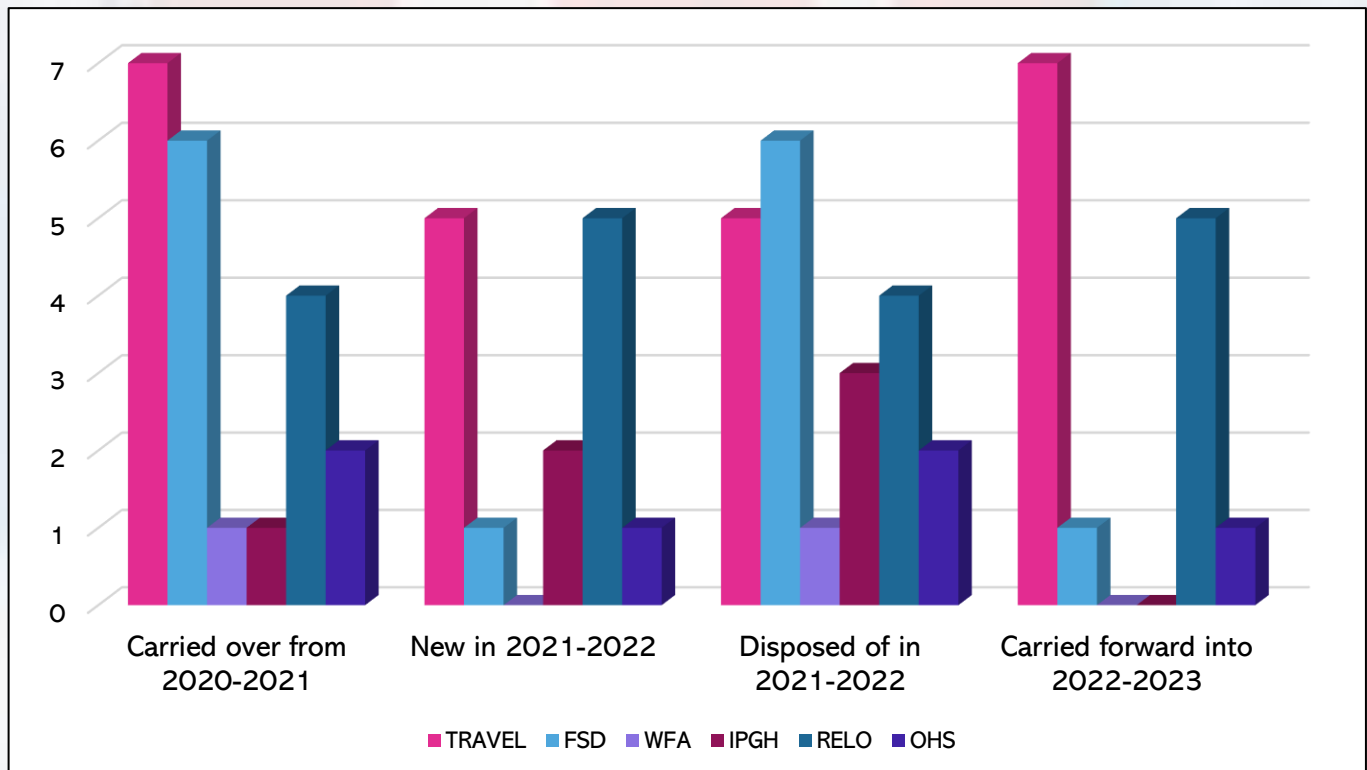
To learn more about the various Working Committees and related Directives, [visit the NJC website!](#)

NJC GRIEVANCES

There were 21 grievance files carried over from the previous fiscal year. A total of 14 new grievance files were received during the reporting period, and 21 grievances were disposed of. The remaining 14 grievances were carried over into the 2022-2023 fiscal year. The NJC grievance process is a successful example of **alternative dispute resolution**, which has now been in place for several decades. At the final level, the two distinctive and innovative features of the NJC grievance process are **INTENT** and **COLLABORATION**.

Grievances are reviewed on the basis of the **intent** of the various NJC directives. Final level hearings are fact-finding inquiries designed to discover whether an employee has been treated within the intent of the directive. This contrasts with formal adjudication under the *Federal Public Sector Labour Relations Act* where the main focus is the meaning of the specific words in a collective agreement.

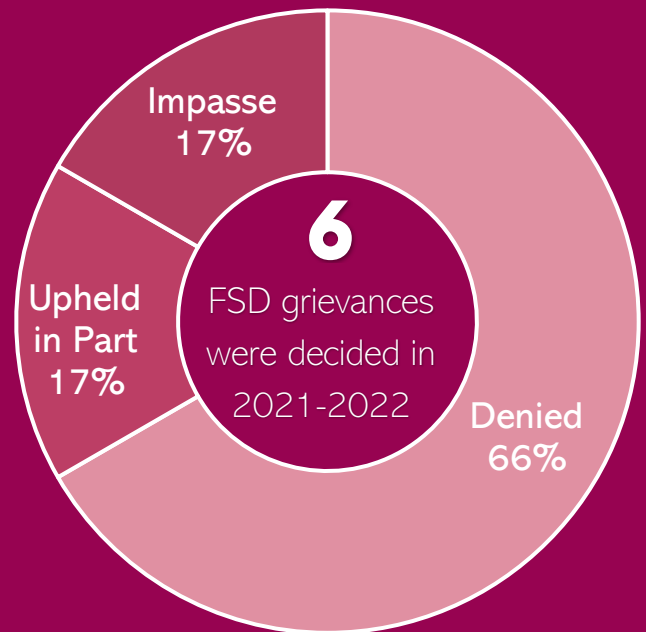
Collaboration is another key part of the NJC grievance process. At the final level, committee members from both the Employer Side and Bargaining Agent Side work in collaboration to weight the facts and determine whether the directive has been applied as intended. Most often, both sides are able to come to a consensus. This process is very different from conventional final level hearings where only the Employer Side hears and decides the issue.



FOREIGN SERVICE DIRECTIVES COMMITTEE

CHAIRPERSON: Denis Trottier

The Foreign Service Directives are designed to provide a system of allowances, benefits, and conditions of employment that, in combination with salary, will enable departments and agencies to recruit, retain and deploy qualified employees in support of government programs outside Canada. The 37 Foreign Service Directives currently in place cover many situations attributable to the provision of Foreign Services, such as Accountable Advances (FSD 4), Relocation (FSD 15), Shelter (FSD 25), Post Living Allowances (FSD 55) and Emergency Evacuation Loss (FSD 64).



ACTIVITIES

The Foreign Service Directives (FSD) Committee continued with their modified meeting format of virtual meetings. The Committee continued to monitor the ongoing COVID-19 situation, which involved receiving continual updates of the impact of the pandemic on the FSD and specifically the various rates and allowances contained therein. The Committee worked closely to find solutions to emerging issues in support of employees working abroad. Regardless of delays caused by the pandemic, the Committee met a total of **eight** times throughout the year and conducted several grievance hearings related to the various FSD.

\$180 MILLION in allowances was paid to employees serving abroad during 2021-2022

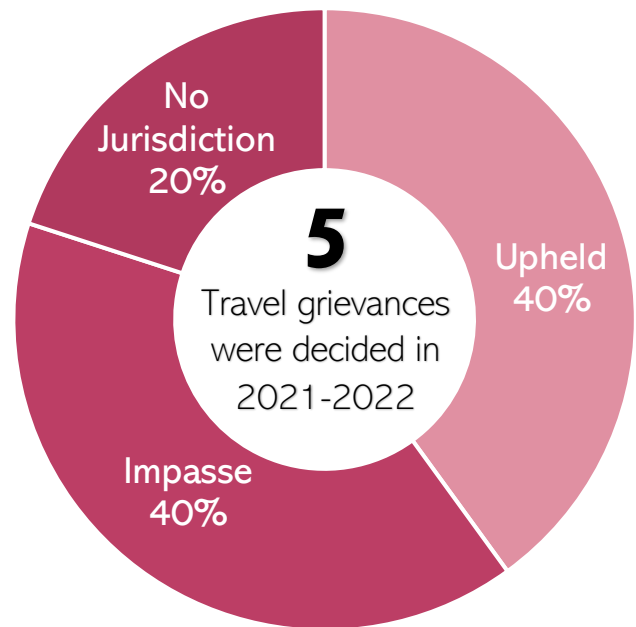
To view grievance decisions relating to this Committee, visit our [website](#)!

GOVERNMENT TRAVEL COMMITTEE

The principles found within the Travel Directive were developed jointly by the Bargaining Agent representatives and the Employer representatives on the National Joint Council.

These principles are the cornerstone for the management of government travel and shall guide all employees and managers in achieving fair, reasonable and modern travel practices across the public service. The Travel Directive applies to public service employees and other persons travelling on government business, including training.

CHAIRPERSON: Jennifer Cruickshank



ACTIVITIES

Throughout the 2021-2022 fiscal year, the Government Travel Committee met **three** times to continue to hear grievances and provide recommendations to the Executive Committee. Additionally, the Committee prepared for the cyclical review process, which commenced with the call for input on April 1, 2021.



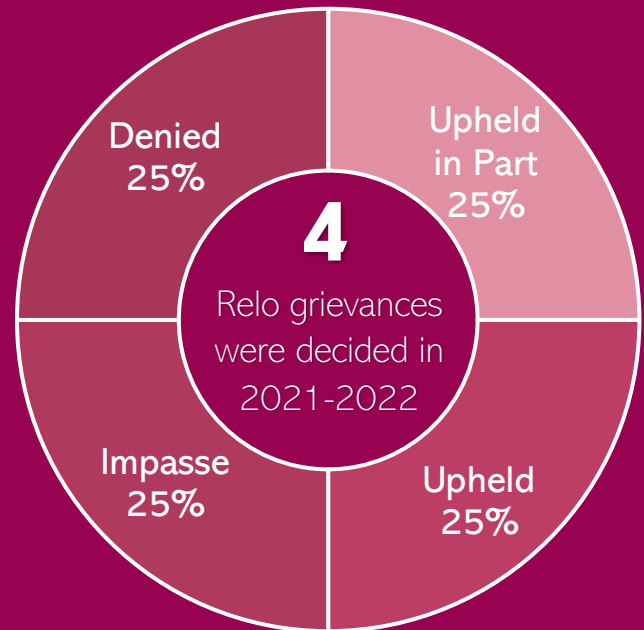
\$227.1 MILLION was paid out for employee travel during 2021-2022.

To view grievance decisions relating to this Committee, visit our [website](#)!

RELOCATION COMMITTEE

CHAIRPERSON: Eric Saint-Onge

The Relocation Committee reviews the Relocation Directive and hears final level grievances on this authority, when required by the Executive Committee. The purpose of the NJC Relocation Directive is to ensure fair treatment of employees authorized by the Employer to relocate to a new principal residence at a new regular workplace consistent with the principles listed in the Directive. The aim is to relocate an employee in the most efficient fashion, at the most reasonable cost to the public while having a minimal detrimental effect on the employee and his/her family and on departmental operations. Trust, flexibility, respect, valuing people and transparency are some of the main principles that are cornerstones of the NJC Relocation Directive.



ACTIVITIES

The Relocation Committee met four times this past year, and continued to hear grievances and provide recommendations to the Executive Committee. This past year, the Committee's main focus was on the implementation and application of the recently updated Relocation Directive.

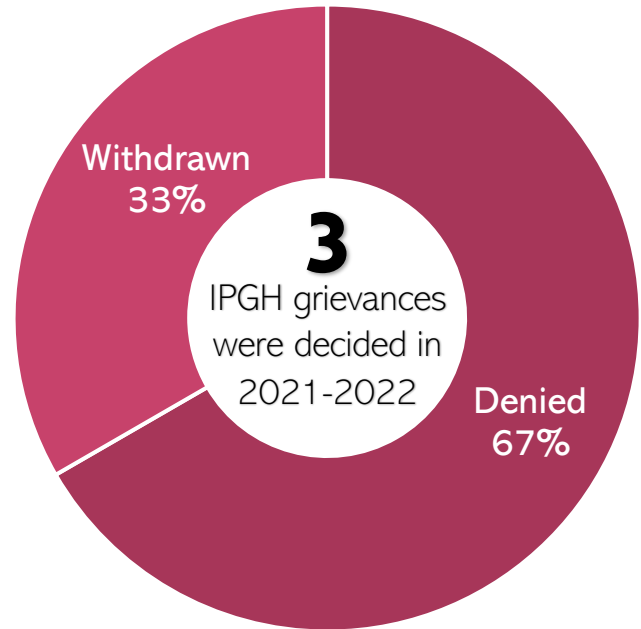


To view grievance decisions relating to this Committee, visit our [website](#)!

ISOLATED POSTS AND GOVERNMENT HOUSING COMMITTEE

CHAIRPERSON: Tracey Sametz

The purpose of the Isolated Posts and Government Housing Directive is to facilitate the recruitment and retention of staff delivering government programs in isolated locations. Its provisions are designed to assist in offsetting some of the higher costs and to recognize the inherent disadvantages associated with living and working in isolated posts. It also describes how employees will be treated when renting crown-owned accommodations.



ACTIVITIES

In addition to the careful consideration and providing recommendations to the Executive Committee on grievances, the Committee continued to approve periodic updates to the various allowances contained in the Directive. The Committee also established a working group tasked with developing a revised methodology for the calculation of the Shelter Cost Differential. Additionally, the Committee prepared for the cyclical review process, with consultations anticipated to begin in summer 2022.

\$39.5 MILLION in allowances was paid to employees in isolated posts during 2021-2022.

To view grievance decisions relating to this Committee, visit our [website](#)!

OFFICIAL LANGUAGES

CHAIRPERSON: Julie Desroches

COMMITTEE

The Official Languages Committee reviews the Bilingualism Bonus Directive and hears final level grievances on the Directive, when required by the Executive Committee. The Committee also reviews official languages policies in the public service and discusses issues arising from these policies. The purpose of the Bilingual Bonus Directive is to set forth the conditions under which employees are eligible for the bilingualism bonus.

ACTIVITIES

The Committee, however, continued to position itself as a relevant consultative body for OL issues within the public service having met 5 times, which included a joint meeting with the Joint Employment Equity Committee, to discuss recent changes made to non-imperative staffing for Executives. Additionally, the Committee received another presentation regarding the Modernization of the *Official Languages Act* and remains interested in the development of the *Act*. The Committee also received a presentation from Lucie Séguin, Chief Executive Officer, Translation Bureau, about the impacts of COVID-19 on the Bureau, and the Bureau's new neural machine translation system. Lastly, the Committee received a presentation from the Office of the Commissioner of Official Languages regarding the Official Languages Maturity Model.

OCCUPATIONAL HEALTH AND SAFETY COMMITTEE

CHAIRPERSON: Denis St-Jean

The NJC Occupational Health and Safety (OHS) Directive contains enhancements to the Canada Labour Code Part II ("the Code"). This Directive also aims to complement the OHS programs in force in the federal public service. Like the legislation, it should be considered a minimum standard that a given employer's OHS program may exceed.

ACTIVITIES

The Occupational Health and Safety Committee completed the cyclical review for the Occupational Health and Safety Directive, Uniforms Directive and First Aid to the General Public – Allowance for Employees. The directives have been approved by President of the Treasury Board, with an effective date of March 1, 2022. The communication tools in support of the new Directives, Questions and Answers and Highlights of Changes have been published on the NJC website.

SERVICE-WIDE COMMITTEE ON OCCUPATIONAL HEALTH & SAFETY

CO-CHAIRPERSONS: Charles Vézina & Milton Dyck

The role of the Service-Wide Committee on Occupational Health and Safety (SWOHS) is to participate in the development and review of all Treasury Board of Canada Secretariat policies, programs and issues relating to occupational health and safety. The SWOHS Committee provides advice and leadership to departmental or agency policy committees.

ACTIVITIES

The Committee continued to meet regularly to discuss and receive presentations on various workplace issues, including COVID-19, asbestos, and mental health in the workplace. The Committee also provided guidance to departmental policy committees through the release of Occupational Health and Safety training templates and additional tools to support the *Workplace Harassment and Violence Prevention Regulations (WPHVPR)*. SWOHS dedicated much time and resources to the *WPHVPR* tools and templates by organizing a presentation in cooperation with the Canada School of the Public Service, Health Canada's Employee Assistance Services and Employment and Social Development Canada's Labour Program.

JOINT EMPLOYMENT EQUITY COMMITTEE

CO-CHAIRPERSONS: Eddy Bourque & Debbie Johnston Winker

The Joint Employment Equity Committee (JEEC) provides a national forum that includes the Treasury Board Secretariat (TBS), the Public Service Commission (PSC), Bargaining Agents and departmental representatives. The JEEC acts as the NJC's vehicle for Employment Equity and diversity analysis and provides the NJC with Employment Equity and diversity related input, as well as advice and recommendations related to emerging policies and practices in the federal public service.

ACTIVITIES

The Committee met regularly and had many opportunities for engagement with TBS, the Public Service Commission (PSC), the Canada School of Public Service (CSPS), the Privy Council Office (PCO), and others. The Committee provided input on various ongoing employment equity (EE) initiatives and CSPS tools and workshops. The Committee also developed and circulated a new communiqué outlining its role and the importance that it be consulted on EE initiatives separately from other forums to increase awareness of the Committee and to ensure early engagement on EE initiatives.

WORK FORCE ADJUSTMENT COMMITTEE

CHAIRPERSON: Nancy Taillon

The Work Force Adjustment (WFA) Committee reviews and recommends changes to the WFA Directive. It also hears grievances on the subject which may be referred by the NJC Executive Committee. With the exception of those references to unions and the NJC, this Directive in its entirety will also apply to all employees appointed on an indeterminate basis who are excluded or unrepresented.

ACTIVITIES

This past year, the Work Force Adjustment Committee received one grievance related to the WFA Directive; the grievance was denied. The Committee continued to receive regular updates from the Public Service Commission regarding the number of priority employees in the Priority Information Management System. The Committee also updated its evergreen Work Plan, which recognizes opportunities for consultation on issues of mutual interest and the co-development of materials to help explain and support key aspects of the WFA Directive. As a part of its Work Plan, the Committee participated in consultations with the Public Service Commission regarding the modernisation of the Priority Entitlement Program.

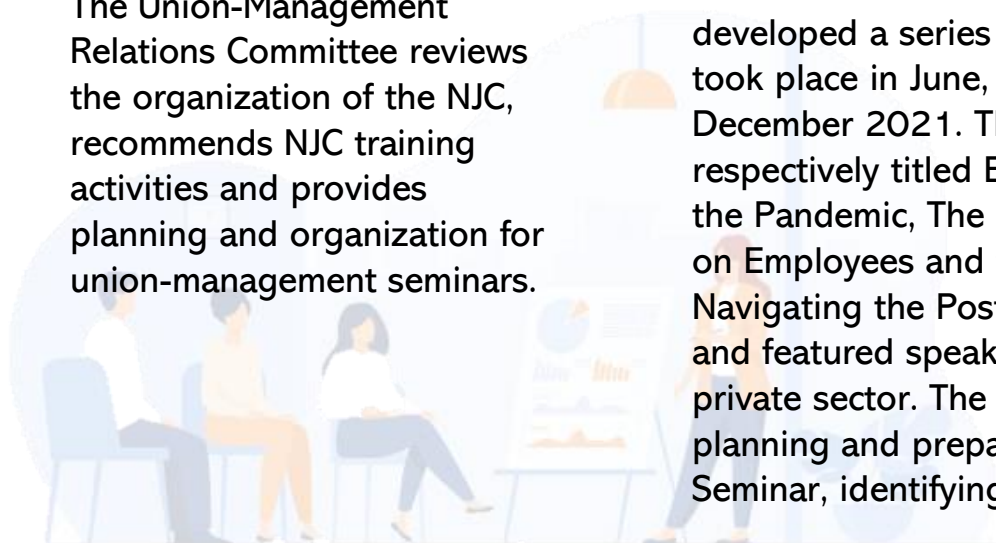
UNION MANAGEMENT RELATIONS COMMITTEE

CHAIRPERSON: Cathie Fraser

The Union-Management Relations Committee reviews the organization of the NJC, recommends NJC training activities and provides planning and organization for union-management seminars.

ACTIVITIES

In the absence of a seminar, the Committee developed a series of three webinars which took place in June, September and December 2021. The webinars were respectively titled Employee Wellness During the Pandemic, The Pandemic and its Impact on Employees and their Workplace, and Navigating the Post-Pandemic Workplace and featured speakers from the public and private sector. The Committee also began planning and preparations for the 2022 NJC Seminar, identifying subjects and speakers.



DENTAL CARE PLAN

BOARD OF MANAGEMENT

CHAIRPERSON: Martin Chartier

**\$144.2
MILLION**

in paid claims under the Dental Care Plan (NJ Component) in 2021

The Dental Care Plan Board of Management (NJ Component) is responsible for the overall administration of the Dental Care Plan, resolving members' complaints regarding eligibility or claims disputes with the Administrator, Canada Life, monitoring the claims settlement performance of the Administrator, and recommending changes to the Plan.

ACTIVITIES

During 2021-2022, the Dental Care Plan Board of Management (NJ Component) considered numerous appeals related to adding dependents, overpayments, and dental procedures such as crowns, implants, orthodontia, dental exams, and fillings. Of the 37 appeals that were reviewed, 13 were upheld (including seven upheld requests for coverage), four were upheld in part, and 20 were denied. Most of the appeals considered by the Board addressed Plan limitations and late claims. The Board continued to have discussions with the Plan Administrator in several areas and resumed discussions with the Treasury Board Secretariat regarding outstanding changes to the Plan. The Board was happy to hear that an audit on the Administrator is planned for 2022. Further details regarding the Board's activities and plan experience are contained in the [Dental Board's annual report](#), which can be found on the NJC website.

DISABILITY INSURANCE

BOARD OF MANAGEMENT

CHAIRPERSON: Patti Bordeleau

**\$386.9
MILLION**

in paid claims under the Disability Insurance Plan in 2021

The Disability Insurance Board of Management is responsible for the overall administrative and financial management of the Disability Insurance Plan, including: the review of the contract of insurance, review of any financial or service agreement, the financial status of the Plan, the services of the Insurer, and the administrative fees and charges.

ACTIVITIES

The Board continued to examine and provide recommendations to Sun Life regarding appeals, and closely monitored the Plan's financial position, receiving regular monthly financial updates from Sun Life, as well as a presentation on the 2021 Financial Results. Sun Life reported that the premium rate increase, and the lump sum injection have replenished the Plan Surplus back to the target level. Though the Plan financial experience in 2021 was unexpected, as claims volume was atypical and much lower than normal, the Plan will continue to be monitored and any future financial measures determined as required according to the funding guidelines. The Annual Plan Claimant Survey was conducted, resulting in an action plan, with three major areas of focus. Further details regarding the Board's activities and plan experience are contained in the [Disability Insurance Board's annual report](#), which is available on the NJC website.

PUBLIC SERVICE HEALTH CARE PLAN

PUBLIC SERVICE HEALTH CARE PLAN PARTNERS COMMITTEE

The Public Service Health Care Plan (PSHCP) Partners Committee monitors, analyzes and makes joint recommendations on all aspects of the PSHCP. The Committee also monitors and makes joint recommendations on any and all issues that may indirectly or directly affect the PSHCP, such as changes in the health care industry, trends in employer-sponsored health care benefit plans, changes to provincial/territorial health care policies, or advancements in medical and pharmaceutical technology. Over the course of the year, the Committee met a total of three times. The Committee continued its work on the PSHCP renewal.

749,809

Plan members as of
December 31, 2021
(a 3.3% increase from 2020)

136,746

the average number of claims
adjudicated daily
(including paper claims, electronic
pharmacy claims, and member
digital claims)

2.5

business days was the average
claim turn around time in
2021 (compared to 4.0 business
days in 2020)

\$1,607,998,672

total Plan cost for 2021

\$1,115,145,750

total amount paid for
prescription drugs in 2021
(this represented 73.1%
of total paid claims)

\$1,525,366,783

total amount of paid claims
for 2021

PUBLIC SERVICE HEALTH CARE PLAN TECHNICAL COMMITTEE

The Public Service Health Care Plan (PSHCP) Technical Committee supports the PSHCP Partners Committee in the fulfillment of its mandate. In so doing, it monitors, analyzes and makes joint recommendations on aspects of the PSHCP, as directed by the PSHCP Partners Committee.

The Committee did not meet over the course of the year given the PSHCP is currently undergoing renewal. Meetings will resume once an agreement has been reached.



TRAINING

During 2021-2022, the NJC Secretariat held a total of **five** training sessions; **three** sessions were for Labour Relation practitioners, **one** session was for new NJC members, referred to as the Joint Training Session, and **one** session was for Departmental/Agency Liaison Officer. Due to the ongoing COVID-19 pandemic, the training format remained virtual.

Training for new NJC Members:

Joint Training Session

This training session provided new members with an overview of the NJC principles, mandate, impact, and structure. Additionally, the training addressed the NJC's key operations, such as the cyclical review process, the grievance process, and requests for interpretation. Lastly, the training detailed the roles and responsibilities of members.

Training for Labour Relations Practitioners:

Demystifying the NJC Grievance Process

These training sessions provided attendees with a general overview of the NJC governance structure and the impact the NJC directives have on the public service. Additionally, they sought to clarify the NJC grievance process by providing a detailed explanation of all the steps within the NJC grievance procedure, to assist the labour relations community in preparing for NJC grievance hearings.



COMMUNICATION & OUTREACH

<https://www.njc-cnm.gc.ca/en>

530,000

users accessed the website during 2021-2022, which is a **19.6%** increase from the previous year.

The total number of sessions conducted by the 530,000 users was

1.1 MILLION

The average session duration was approximately three (3) minutes.

MOST ACCESSED LINKS

1. Travel Directive, Appendix C – Meals & Incidentals – Canada & US with **302,714** views.
2. Rates & Allowances with **258,859** views.
3. Travel Directive with **202,487** views.
4. Travel Directive, Appendix B – KM Rates with **176,804** views.
5. Public Service Health Care Plan Directive with **116,075** views.

There are **13,300** webpages that exist within the NJC website.

81% of users accessed the website from a desktop, **11.1%** from a mobile device, and **7.9%** from a tablet.

The website was accessed worldwide, but most users accessed the website from within Canada.

GRIEVANCE SUMMARIES

[Click here](#) to read summaries of grievance decisions from the various NJC Working Committees!

Search by decision number, keywords, Committee, and date.

Download the NJC Progressive Web Application

for access to popular items and important information on our website, even without internet access. [Click here](#) to download!



Don't forget to check out our Twitter too!

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YEARLY 2022-2023 PLANNING AGENDA

2022-2023 YEARLY PLANNING AGENDA

NEW & ONGOING BUSINESS	PRIORITY	OBJECTIVE	EXPECTED RESULTS	NEXT STEPS	TIMEFRAME
NEW	Foreign Service Directives Cyclical Review	To commence the cyclical review of the FSD within the 2022-2023 fiscal year.	That the process for the cyclical review of the FSD will have been initiated within the 2022-2023 fiscal year.	<ul style="list-style-type: none"> • NJC Secretariat to issue input call letter • FSD Committee to receive co-development and cyclical review procedures training 	<p><i>Early Q3</i> – NJC Secretariat to issue input call letter</p> <p><i>Q4</i> – FSD Committee to receive co-development and cyclical review procedures training</p> <p><i>Late Q4</i> – NJC Secretariat to review results of input call letter</p>
NEW	Travel Directive Cyclical Review	To undertake the cyclical review of the Travel Directive within the 2022-2023 fiscal year.	That the Government Travel Committee will have completed all negotiations and have developed the bulk of the supporting documents for publication within the 2022-2023 fiscal year.	<ul style="list-style-type: none"> • NJC Secretariat to receive results of the opting call letter and report back to the Executive Committee • Executive Committee to review results of opting call • NJC Committee Advisor to work with the Government Travel Committee to co-develop the proposals as mandated by the Executive Committee • Government Travel Committee to complete negotiations and draft supporting documents for publication 	<p><i>Early Q1</i> – Executive Committee to review results of opting call and to refer cyclical review of Travel Directive to Government Travel Committee for co-development</p> <p><i>Q1 through Q4</i> – Government Travel Committee to complete co-development process and draft supporting documents for publication</p>

2022-2023 YEARLY PLANNING AGENDA

NEW & ONGOING BUSINESS	PRIORITY	OBJECTIVE	EXPECTED RESULTS	NEXT STEPS	TIMEFRAME
Ongoing	Isolated Posts and Government Housing Directive Cyclical Review	To undertake the cyclical review of the IPGH Directive within the 2022-2023 fiscal year.	That the IPGH Committee will have completed all negotiations and have developed the bulk of the supporting documents for publication within the 2022-2023 fiscal year.	<ul style="list-style-type: none"> • NJC Secretariat to receive results of the opting call letter and report back to the Executive Committee • Executive Committee to review results of opting call • NJC Committee Advisor to work with the IPGH Committee to co-develop the proposals as mandated by the Executive Committee • IPGH Committee to complete negotiations and draft supporting documents for publication 	<p><i>Early Q1</i> – Executive Committee to review results of opting call and to refer cyclical review of IPGH Directive to IPGH Committee for co-development</p> <p><i>Q1 through Q4</i> – IPGH Committee to complete co-development process and draft supporting documents for publication</p>
Ongoing	Pandemic response	To provide continued support to Council throughout the various stages of the COVID-19 pandemic.	That the NJC Secretariat will provide evolving support to Council activities as needs shift during the ongoing pandemic.	<ul style="list-style-type: none"> • Continue to assess Council needs and adapt accordingly • Develop a plan for a return to normal operations as and when required 	<i>Q1 through Q4</i> – Continuously evaluate and adapt to Council needs based on the changing landscape
Ongoing	Shelter Cost Differential (SCD) methodology	The IPGH Committee is to finalize the development of a revised SCD methodology to be applied to the qualifying locations.	That a revised methodology for the calculation of the SCD be formalized prior to 2022-2023 rental period.	<ul style="list-style-type: none"> • IPGH Committee to complete discussions as mandated by the Executive Committee 	<i>Q1 through Q2</i> – IPGH Committee to co-develop a revised methodology to replace the existing SCD

2022-2023 YEARLY PLANNING AGENDA

NEW & ONGOING BUSINESS	PRIORITY	OBJECTIVE	EXPECTED RESULTS	NEXT STEPS	TIMEFRAME
Ongoing	NJC networking and awareness activities	To continue to promote the NJC and its activities via various networking and learning events.	That the Union-Management Relations (UMR) Committee will continue to explore and utilize opportunities to promote the NJC and develop events to support the goals of the NJC.	<ul style="list-style-type: none"> • Coordinate/co-develop networking and/or learning events with partners • Continue to advance preparations for 2022 Seminar • Prepare 2022 Seminar report for Executive Committee review • Identify location and venue for 2023 Seminar • Begin developing content for 2023 Seminar 	<p><i>Q1 through Q4</i> – Develop networking and/or learning events</p> <p><i>Q1 through Q2</i> – Develop content for 2022 Seminar</p> <p><i>Q2 through Q3</i> – Research and identify venue for 2023 Seminar</p> <p><i>Q3</i> – Prepare 2022 Seminar report for Executive Committee's review</p> <p><i>Q3 through Q4</i> – Develop content for 2023 Seminar</p>
Ongoing	<p>Information Sharing/ Consultations/ Co-Development</p> <p><i>Council Meetings</i></p>	<p>Ensure that Council meetings are maximized by scheduling 2-3 pertinent consultations/ information sharing presentations per meeting.</p> <p>Share relevant information on a timely basis between Council meetings.</p> <p>Facilitate member and stakeholder consultation/co-</p>	<p>Council members will deem the meetings to hold value in both content and networking.</p> <p>Committee Chairpersons will continue to take a more active role in reporting on successes, challenges and critical issues on behalf of their Committee.</p> <p>Council members will benefit from timely information on consultations, directives and initiatives.</p>	<ul style="list-style-type: none"> • General Secretary will continue to meet with all Committee Chairpersons on a regular basis • Ongoing communication with the Public Service Commission Outreach team regarding consultations with Council • Ongoing communication with the LR Council and HR Council to identify consultations stemming from conversations at these venues which need to be brought to the NJC • General Secretary will continue to seek 	<p><i>Q1 through Q4</i> – Ongoing communication with the PSC Outreach team and LR/HR Council</p> <p><i>Q1 through Q4</i> – General Secretary to meet with all Committee Chairpersons</p> <p><i>Q1 through Q4</i> – Information sharing</p>

2022-2023 YEARLY PLANNING AGENDA

NEW & ONGOING BUSINESS	PRIORITY	OBJECTIVE	EXPECTED RESULTS	NEXT STEPS	TIMEFRAME
		development sessions outside of quarterly Council meetings.		opportunities to spread awareness of the NJC	
Ongoing	Communications Outreach <i>Speaking Engagements</i>	To continue to increase the visibility of the National Joint Council as a forum for information sharing, consultation and co-development through speaking engagements and/or trade shows, and related means.	Continue to make presentations to LR Council and other interested organizations (Bargaining Agents, educational institutions, trade shows, etc.) on the role of the NJC and its value.	<ul style="list-style-type: none"> • Provide presentation to various Federal Councils • Remain in touch with LR Council and all Federal Regional Councils • Reiterate at Council meetings that presentations on the role and structure of the NJC can be provided to interested stakeholders 	<p>Q1 – Q3 – Provide presentation to Federal Councils</p> <p><i>Q1 through Q4 – Assess available opportunities as they arise</i></p>

2022-2023 YEARLY PLANNING AGENDA

NEW & ONGOING BUSINESS	PRIORITY	OBJECTIVE	EXPECTED RESULTS	NEXT STEPS	TIMEFRAME
Ongoing	Communications Outreach <i>Online & Social Media Presence</i>	Continue to promote awareness of the NJC and its activities by increasing its online and social media presence.	<p>Leverage website to increase information sharing. Ensure website is maintained and supported over the course of the year.</p> <p>Promote Twitter presence.</p> <p>Promote progressive web application.</p> <p>Explore creation and publication of short informational videos.</p>	<ul style="list-style-type: none"> • General Secretary to provide regular updates on online and social media presence. Key documents to be posted over the course of the fiscal year • Expand offerings of progressive web application • Investigate possibility of creating informational videos 	<p>Q1 – Expand available tools and information offered via progressive web application</p> <p><i>Q1 through Q4</i> – Regular updates to be provided by General Secretary</p> <p><i>Q1 through Q4</i> – Promote NJC activities</p> <p><i>Q1 through Q4</i> – Explore creation and publication of videos</p>

2022-2023 YEARLY PLANNING AGENDA

NEW & ONGOING BUSINESS	PRIORITY	OBJECTIVE	EXPECTED RESULTS	NEXT STEPS	TIMEFRAME
Ongoing	Modernization <i>Electronic File Sharing</i>	To facilitate the receipt, storage and distribution of grievances and appeals and their associated information. Also, to reduce the NJC's overall carbon footprint.	Streamline document distribution and signature collection process to increase efficiency and reduce waste.	<ul style="list-style-type: none"> • Expand use of system to include distribution of quarterly NJC meeting materials • Expand use of system to include the distribution of grievance documents 	<p>Q1 – Transition distribution of quarterly NJC meeting agenda and supporting documents to E-File</p> <p>Q2 through Q4 – Introduce additional uses such as hearing document distribution, meeting agendas, minutes, etc.</p> <p>Q1 through Q4 – Provide ongoing training and support to members and clients, as required</p>
Ongoing	Training <i>Labour Relations Advisors</i>	<p>To provide NJC specific training to Labour Relations advisors and management responsible for responding to NJC grievances.</p> <p>Deliver courses focused on preparing Labour Relations advisors for final level hearings at the NJC.</p> <p>Courses will be provided based on demand. The</p>	It is anticipated that this will result in less objections, in addition to improving the quality of presentations given to working committees and hence, may reduce the number of impasses.	<ul style="list-style-type: none"> • Continue to assess the demand for training • Assess the resources at the NJC Secretariat to provide on-demand training (i.e. budget, priorities, staff availability) • Revise training material on a regular basis based on comments from feedback surveys • Evaluate possibility of resuming in-person training 	<p>Q1 – Assess NJC Secretariat resources and community demand; adjust based on feedback.</p> <p>Q2 – Determine training schedule</p> <p>Q3 – Hold training sessions in various locations</p> <p>Q4 – Review feedback and adjust training materials as needed</p> <p>Q1 through Q4 - Assess the resources and demand for training and report to Executive Committee and Council</p>

2022-2023 YEARLY PLANNING AGENDA

NEW & ONGOING BUSINESS	PRIORITY	OBJECTIVE	EXPECTED RESULTS	NEXT STEPS	TIMEFRAME
		provision of in-person training will resume when circumstances permit.			Q1 through Q4 – Assess whether in-person sessions may be held
Ongoing	Training Working Committee Members	<p>Continue to deliver a training session at least once a year to provide new Committee members with an understanding of the structure of the NJC as well as their role.</p> <p>A mid-year assessment will take place to determine if sufficient Committee turnover has occurred to offer the training more frequently.</p>	It is anticipated that Committee members will feel more confident in their role, their authority, and will gain tools which will allow them to be more likely to reach consensus for both grievances and during the cyclical review process.	<ul style="list-style-type: none"> Assess committee member turnover in September Offer training session(s) as determined by need 	<p><i>Q1 through Q2</i> – Assess Committee member turnover</p> <p>Q3 – Hold Joint Training session</p> <p>Q4 – Provide additional training based on demand</p>
Ongoing	Training Working Committee Members – Cyclical Review	Deliver training to Committee members who will be entering into cyclical review in the 2022-2023	It is anticipated that Committee members will feel more confident in their role and have a better understanding of both interest-based negotiations and the	<ul style="list-style-type: none"> Schedule training dates for the WFA Committee Schedule training dates for the FSD Committee 	<p>Q4 – Provide training to WFA Committee</p> <p>Q4 – Provide training to FSD Committee</p>

2022-2023 YEARLY PLANNING AGENDA

NEW & ONGOING BUSINESS	PRIORITY	OBJECTIVE	EXPECTED RESULTS	NEXT STEPS	TIMEFRAME
		<p>fiscal year to better prepare them.</p> <p>Committee members will be provided with information concerning the procedural steps of the cyclical review process.</p>	steps in the cyclical review process.		
Ongoing	Training <i>Departmental Liaison Officers (DLOs)</i>	Deliver bilingual training session for Departmental Liaison Officers to provide them with an understanding of the structure of the NJC as well as their role.	A reduction in the number of questions from DLOs regarding the NJC grievance process and the role of the NJC.	<ul style="list-style-type: none"> • Update training as required • Investigate level of interest/need in community 	<p>Q3 – Update training</p> <p>Q4 - Offer training module to DLOs</p>