



From anywhere... De partout...  
to anyone jusqu'à vous



**National Joint Call Center Committee**  
**August 26, 2009**  
**Meeting #1**

**In attendance:**

**CPC**

Mary Kirby Gall  
Ken Doyle  
Brigitte Hanna  
Shannon Hurst

**UPCE / PSAC**

Mike Moeller  
Janet May  
Kelly Steele  
Monique Trahan

**Advisor:**

John Chamberlain (UPCE)

Time: 8:30 am EST to 12:30 EST

Location: Teleconference Bridge # = 1-877-343-2262 pass code 169-8086#

***Approved Agenda***

8:30	10:00	Agreement on Committee Terms of Reference including:
		Quarterly Meeting Schedule
		Timeframe for meeting
		Members of the Committee
		Topics for Discussion
		Minutes versus Action Items
		Other terms of Reference
10:00	10:15	Break
10:15	12:00	Discussion of topics of current interest to UPCE
	1	Terms over 3-6 months – UPCE guidelines and Collective Agreement to be followed – Filling vacancies
	2	Lunches and breaks being changed in the three contact centers
	3	DPU – Future
	4	No human contact for employees from National SERVE management for long periods
	5	Terms being let go after x years
	6	First Call Resolution versus eQuality
	7	Segments and recording
	8	Vast amount of positions not filled in all the centers (tied to #1)
	9	Internet Work – equal distribution
	10	Marco at the NPC and CPC website sales
12:00	12:30	Topics of current interest to CPC Call Center management
		Call Volume Forecast and staffing for Christmas
12:30		Meeting end



From anywhere... De partout...  
to anyone jusqu'à vous



**National Joint Call Center Committee**  
**August 26, 2009**  
**Meeting #1**

**Old Business**

There was no old business as this is the first meeting of this newly created committee as per the 2009 UPCE collective agreement.

**New Business**

Agenda Item	
<b>Agreement on Committee Terms of Reference including:</b>	
1	<b>Quarterly Meeting Schedule</b> <ul style="list-style-type: none"> <li>• The committee will meet quarterly.</li> <li>• The next 3 meeting were set as follows:               <ul style="list-style-type: none"> <li>○ November 4, 2009;</li> <li>○ February 4, 2010;</li> <li>○ May 12, 2010.</li> </ul> </li> <li>• At each meeting the next meeting will be added so that committee members have time to plan other meetings around this one.</li> <li>• The meeting will be by teleconference and/or in person, in Ottawa.</li> <li>• All committee members may join by telephone. If members are in Ottawa for some other reason the meeting room at 141 Colonnade will be available.</li> <li>•</li> </ul>
2	<b>Timeframe for meeting</b> <ul style="list-style-type: none"> <li>• The meeting will normally run from 8:30 am to 12:30 pm EST.</li> <li>• The duration of the meeting can be adjusted, depending on the number of agenda items to be discussed</li> <li>• The start and end times of the meeting will be finalized a couple of weeks in advance of the meeting</li> <li>• The topics of discussion should be provided x days before the scheduled meeting is scheduled to start. Both parties could prepare. No surprises.</li> </ul>
3	<b>Members of the Committee</b> <ul style="list-style-type: none"> <li>• 4 UPCE – 3 area Vice Presidents (currently: Kelly Steele, Janet May, Mike Moeller) and National UPCE Secretary (currently: Monique Trahan)</li> <li>• 4 CPC – Call Center Director (currently: Mary Kirby Gall), Workforce Planning Manager (currently: Ken Doyle), a Call Center Manager (currently: Brigitte Hanna), one member position that may be occupied by subject matter experts as required.</li> <li>• UPCE asked for a “technical advisor” – “someone who works in the call center”. UPCE proposed that the technical advisor is not part of the committee. The individual is there to clarify issues or understanding of subjects for UPCE committee members. Technical advisor (currently: John Chamberlain)</li> <li>• CPC agreed that UPCE could have a technical advisor. The individual must be someone who currently works in the call center. The individual is not a committee member.</li> <li>• UPCE asked that National Labour Relations provide a permanent management</li> </ul>



From anywhere... De partout...  
to anyone jusqu'à vous



**National Joint Call Center Committee**  
**August 26, 2009**  
**Meeting #1**

	<p>member of the Call Center Committee. CPC management declined making National Labour Relations a permanent committee member.</p> <ul style="list-style-type: none"> <li>•</li> </ul>
4	<p><b>Committee Topics for Discussion</b></p> <ul style="list-style-type: none"> <li>• Letter of Agreement between CPC and UPCE as drafted at the negotiation of the collective agreement says that the committee can/will discuss: <ul style="list-style-type: none"> <li>○ Current day to day operational issues</li> <li>○ Hours of work</li> <li>○ Scheduling</li> </ul> </li> <li>• Additionally, it was elaborated and agreed that the committee was not National Consultation or Local Consultation.</li> <li>• The committee is not a change management committee. The committee will be updated on changes after the National and Local Consultation processes have occurred.</li> <li>•</li> </ul>
5	<p><b>Minutes versus Action Items</b></p> <ul style="list-style-type: none"> <li>• The committee agreed that high level overview of the conversations, decisions and action items would be appropriate.</li> <li>• The committee agreed that if a frank and open discussion was to occur that both sides needed to feel confident that discretion and confidentiality of verbatims is appropriate.</li> <li>•</li> </ul>
6	<p><b>Other terms of Reference</b></p> <ul style="list-style-type: none"> <li>• Discussion around overall role of the committee including UPCE request to be continuously updated when call centers are implementing change. CPC reminded the UPCE that National and Local consultation processes exist and that UPCE has the opportunity to select who from UPCE will attend these consultations. National Labour Relations clarified that the committee was intended to discuss day-to-day operational issues. Large changes follow the consultation process.</li> <li>• Discussion continued around improving communications between UPCE and CPC management, including keeping the committee members "in the loop". All agreed that seeking advice from each other was a good idea. UPCE emphasized that they can help with implementation of changes.</li> <li>• UPCE stated that they would be publishing minutes from these committee meetings on their website.</li> <li>•</li> </ul>
<p><b>Discussion of topics of current interest to UPCE</b></p>	
1	<p><b>Terms over 3-6 months – UPCE guidelines and Collective Agreement to be followed – Filling vacancies</b></p> <ul style="list-style-type: none"> <li>• CPC emphasized that they staff to call volumes. Call volumes are down significantly over last year. Customers are not mailing with us, and therefore do not need to call us either.</li> <li>• We are in the process of hiring new classrooms of agents to fill vacancies that have recently been created.</li> <li>• UPCE asked for a list of terms, what position they currently hold and the name of the permanent incumbent of the position. Action required: <i>CPC Mgmt to provide</i></li> </ul>



From anywhere... De partout...  
to anyone jusqu'à vous



**National Joint Call Center Committee**  
**August 26, 2009**  
**Meeting #1**

	<p><i>list of positions as per collective agreement.</i></p> <ul style="list-style-type: none"> <li>• UPCE asked if we reviewed the priority list in Ottawa. CPC mgmt confirmed that we follow the collective agreement when staffing in all locations (Priority, surplus, transfer, before we go to the street).</li> <li>• UPCE raised the issue of surplus CSN employees that will soon be joining CRN. CPC mgmt said that this was new for all of us. CRN has been asked to "catch" these surplus employees prior to going to the street to hire new call center agents. CPC confirmed that these individuals would be working with us as part-time term employees and that their seniority date with UPCE would be based on the date that they start with CRN as term employees. UPCE reminded CPC that terms do not have any seniority under the collective agreement. For terms the seniority date is used for administrative purposes, for ranking employees for shift allocation, for example. UPCE raised the issue that APOC CSN surplus members who will be coming to work in UPCE CRN positions, do not have seniority as mentioned, and also that in order to not disadvantage any "current" UPCE employees, UPCE requested that Call Center create eligibility lists for all levels in all centers. This could protect term and permanent UPCE employees from any disadvantages both real or "perceived" of employees from other Bargaining Unit getting permanent positions in the future. Action req'd: CPC will ensure up-to-date eligibility lists exist.</li> <li>• UPCE also commented that some term part-time employees seem to go home earlier than some indeterminate part-time employees. CPC management reminded UPCE that we staff to workload, based on forecasted inbound call volumes. Workload requirements may sometimes mean that term employees have hours added to or taken away from their shift based on forecasted call volumes. CPC offered to take UPCE through details of the workforce planning process at the winter meeting.</li> </ul>
2	Lunches and breaks being changed in the three contact centers
	<ul style="list-style-type: none"> <li>• UPCE asked about lunches and breaks being changed within the call centers.</li> <li>• CPC said that we follow the collective agreement with respect to shift bids and that lunch was supposed to be part of the bid. Breaks were not displayed as part of the bid.</li> <li>• UPCE said that the lunches were not displayed as part of the bid process in Fredericton. Action req'd: CPC mgmt to confirm content of page that is used by workforce planning when employees sign for their shift. <i>Results of Review: Ottawa and Antigonish are following the correct process (showing lunch on the paper that workforce planning uses when employees are signing for their shift. Fredericton and Winnipeg were not. Some workforce planners remember a specific conference call about this subject, others do not. Fredericton and Winnipeg will start to show lunch on each shift, on the paper that this used by workforce planning when employees sign for their shift. Proper notification of change in shift will continue to be provided to employees.</i></li> <li>• UPCE asked that changes to breaks be as minimal as possible to allow employees to plan personal time. CPC reminded UPCE that breaks are moved when call volumes dictate need and/or when employees who are scheduled to work do not attend and work load needs to be re-shuffled.</li> </ul>



From anywhere... De partout...  
to anyone jusqu'à vous



**National Joint Call Center Committee**  
**August 26, 2009**  
**Meeting #1**

	<ul style="list-style-type: none"> <li>• CPC mgmt informed UPCE that based on an employee suggestion, we were able to figure out how to provide both PT-indeterminate and PT-Terms with 2 week schedules instead of the previous 1 weeks schedule. Every week employees receive the next 2 weeks which is over and above the requirements of the collective agreement and done to improve employee satisfaction. This was a positive and significant issue, and progress from CPC and UPCE.</li> <li>•</li> </ul>
3	DPU – Future
	<ul style="list-style-type: none"> <li>• CPC reminded UPCE that Customer Service does not own the DPU process. Only in Fredericton do DPU employees report to Customer Service. If there are changes coming, they will come through National Consultation. Customer Service has not yet been informed of changes or of timing.</li> <li>• UPCE commented that these employees are not busy but are concerned for their future workplace. There is about 1 hour of work per day for each employee.</li> <li>• CPC confirmed that the work diminished and may take 1 hour per day for 4 employees to accomplish. The fifth Fredericton DPU agent is currently on assignment with the RSMC project.</li> <li>• Local management stated that an attempt to find all work within the existing level and qualification has provided some VentureOne data entry work and some project type work but unfortunately there is nothing else to be provided to the group.</li> </ul>
4	No human contact for employees from National SERVE management for long periods
	<ul style="list-style-type: none"> <li>• UPCE said that employees would like to see more of the senior Customer Service management team in their locations. CPC mgmt said that travel had been frozen for the remainder of 2009 and therefore it was unlikely that senior management would be in the call centers much for the remainder of the year.</li> <li>• CPC suggested that other styles of communication will be required until travel budget funds are released.</li> <li>•</li> </ul>
5	Terms being let go after x years
	<ul style="list-style-type: none"> <li>• A specific situation was discussed.</li> <li>• CPC mgmt re-enforced that we have different obligations to term employees versus indeterminate and performance management is a good example. If a term with performance problems exists, the Corporation can choose to not renew (or release early with proper notice/pay in lieu of notice). We do not have to keep term employees on only to work through the PIP process.</li> <li>• CPC mgmt re-enforced that all employees have scorecards. All employees are coached at least once a month. Employees that are having troubles meeting their scorecards are coached with the additional aid of a Performance Improvement Plan (PIP). All coaches know that they are to use PIPs with all employees who are having problems meeting one or more scorecard item. PIPs are stored in SAP and form an integral part of the HRPD process. Occasionally, terms who are unable to meet the performance requirements are not renewed before or at the end of their contract. UPCE stated that when a "long time" term employee is released, then there should a similar opportunity to improve as other employees</li> </ul>



From anywhere... De partout...  
to anyone jusqu'à vous



**National Joint Call Center Committee**  
**August 26, 2009**  
**Meeting #1**

	<p>get. Designed improvement training is provided to permanent employees, and UPCE was concerned this did not happen in this instance. CPC would investigate.</p> <ul style="list-style-type: none"> <li>• CPC mgmt re-enforced that we have different obligations to term employees versus indeterminate and performance management is a good example. If a term with performance problems exists, the Corporation can choose to not renew (or release early with proper notice/pay in lieu of notice). We do not have to keep term employees on only to work through the PIP process.</li> <li>• Local Mgmt will be asked to review with all coaches the HRPD process, for indeterminate employees, to ensure that all know that they must follow the defined and approved process.</li> <li>•</li> </ul>
6	<p><b>First Call Resolution versus eQuality</b></p> <ul style="list-style-type: none"> <li>• UPCE had a copy of an internal CPC eQuality Low/High Trigger Action Plan report. They were concerned that all coaches could see the low/high trigger action plans for all employees within the CRN. They asked that the report be provided by site so that sites could not see each others results.</li> <li>• CPC re-enforced that all coaches are expected to document their discussions about calls within the Witness system. CPC confirmed that within the Witness system a site could only see their own employees. Action req'd: CPC will look at ways to improve the report in order for all Supervisors across the Network to only have access to their specific site.</li> <li>• UPCE provided a survey that they have given to the 5 Fredericton coaches. 3 of 5 coaches have responded. They will discuss results with Fredericton manager.</li> <li>•</li> </ul>
7	<p><b>Segments and recording</b></p> <ul style="list-style-type: none"> <li>• Re-scheduled to next meeting</li> <li>•</li> </ul>
8	<p><b>Vast amount of positions not filled in all the centers (tied to #1)</b></p> <ul style="list-style-type: none"> <li>• UPCE said that there are many vacant positions in the call centers.</li> <li>• CPC mgmt agreed and said that they were taking steps to clean up SAP.</li> <li>• UPCE asked that CPC seriously consider making some employees permanent.</li> <li>•</li> </ul>
9	<p><b>Internet Work – equal distribution</b></p> <ul style="list-style-type: none"> <li>• Re-scheduled to next meeting</li> <li>•</li> </ul>
10	<p><b>Marco at the NPC and CPC website sales</b></p> <ul style="list-style-type: none"> <li>• UPCE said the CPC website still has a store which is operated by a third party.</li> <li>• CPC confirmed that it was scheduled to be replaced by a new eCommerce platform at MR4 2009 (September 27). <i>September 10, 2009 – today CPC management received notice that the eCommerce platform will not be implemented at MR4 (September 27). Testing results have shown that the implementation date needs to be moved back to the Thanksgiving weekend (October 11).</i></li> <li>• CPC confirmed that Antigonish employees have been working directly with the eCommerce team to ensure that the functionality will meet the customer's needs and that all employees in Antigonish knew how this project is progressing.</li> </ul>



From anywhere... De partout...  
to anyone jusqu'à vous



**National Joint Call Center Committee**

**August 26, 2009**

**Meeting #1**

	<ul style="list-style-type: none"> <li>• Call Center management is not responsible for this project and reminded the committee that any required national consultation would come from the project team. Change implementation would come through our normal change management processes.</li> <li>•</li> </ul>
	<b>Topics of current interest to CPC Call Center management</b>
1	Call Volume Forecast and staffing for Christmas
	<ul style="list-style-type: none"> <li>• CPC call center management told the UPCE that call volumes were down significantly year-over-year. We will continue to staff to work load.</li> <li>• We are currently hiring in Fredericton and Ottawa to replace agents who have left us. We will start the staffing process in Winnipeg for seasonal employees in a few weeks.</li> </ul>
	<b>Meeting end</b>
	<ul style="list-style-type: none"> <li>• The meeting was adjourned at 12:40pm.</li> <li>• The next NJCCC meeting is scheduled for November 4, 2009 from 8:30 a.m. to 12:30 p.m. at 141 Colonnade Rd. Ottawa or by teleconference at 1-877-343-2262 pass code 169-8086#</li> <li>•</li> </ul>