



Assistant Deputy Minister (Human Resources - Civilian) – Ms. Isabelle Desmartis



- Appointed as ADM(HR-Civ) in September 2021.
- Worked as ADM(DRDC) since 2018 and has held various key leadership positions with DND over the last two decades, such as DG of Policy Planning and Assistant Chief of Defence Intelligence.
- Trained as a lawyer and earned a PhD in international security from Laval University.

MANDATE

- Develops and implements plans, policies and programs to recruit, develop and retain public service employees to effectively support the CAF in operation.
- Supports the department by providing guidance, tools and ensuring sound stewardship in the HR management of DND's public servants.
- Informs strategic decision making and develops HR strategies that support a modern, healthy, and inclusive workforce reflective of Canada's rich diversity as is outlined in the letter to Clerk on the Call to Action currently being drafted.

KEY FACTS

Total Employees: ~1,300

Budget: \$92,963,131 (SWE and O&M)

Primary location(s): The majority of employees are located in the NCR (55%), with the remaining employees located at 21 offices across Canada.

Who we Support:

- ~ 28,700 public service employees
- ~ 3,700 military supervisors of public service employees

KEY PARTNERS

Internal:

- Vice Chief of the Defence Staff
- Military Personnel Command
- Chief Financial Officer
- ADM (Data, Information and Analytics)
- ADM (Information Management)
- Chief, Professional Conduct and Culture

External:

- Treasury Board Secretariat
- Office of the Chief Human Resources Officer Public Service Commission
- Public Services and Procurement Canada Bargaining Agents
- Office of the Commissioner of Official Languages

TOP ISSUES

Compensation

With its launch in 2016, Phoenix created a backlog of 77,000 cases impacting 21,000 DND public service employees. HR-Civ has reduced the pay backlog by ~62,000 cases. As of 4 August 2021, there are 15,000 unresolved cases, impacting ~10,000 employees.

Mitigation: To stabilize HR-to-Pay and resolve Phoenix issues, DND has expanded its resources to provide personalized services and designed digital tools like the HR Contact Centre, Human Resource Services and Support system, and the HR Go mobile app, the first of its kind within the federal government. This support has reduced stress and improved pay outcomes for DND employees.

Collective Bargaining & Workplace Management

Previous Bargaining Round: Ships' Officers remain in negotiation, arbitration selected for dispute resolution.

Current Bargaining Round: The Public Service Alliance of Canada units are in the initial stages of renegotiations. Professional Institute of the Public Service of Canada (PIPSC) Computer Systems unit can give notice to bargain in August 2021. Remaining PIPSC and other units can serve notice throughout 2022.

Workplace Management: Longstanding issues at Fire Halls, which have garnered media attention, are being addressed in consultation with bargaining units.

Mitigation: DND is actively participating in the current bargaining round process. There is no risk of strike at this time. DND hosts regular consultations with unions to address issues.

Support to Language and Cultural Advisors (LCAs)

Twenty public service LCAs, who provided support to deployed CAF in Afghanistan, have submitted Workplace Safety and Insurance Board claims and contracted legal services.

[REDACTED]

Mitigation: HR-Civ Office of Disability Management is providing support for these cases. HR-Civ continues to communicate with ADM(Finance) to refine cost estimates and with ADM(Public Affairs) on media response lines to prepare for claim decisions.

Post-Pandemic Planning

DND is actively planning for and acting on the return to the workplace and future of work pressures. Planning is underway to respond to the vaccine mandate for all federal public servants, with alternative measures for those unable or unwilling to be vaccinated. Implementation of the vaccine mandate is anticipated over Fall 2021.

Mitigation: HR-Civ is supporting managers with Direction and Guidance on managing a hybrid workforce. DND is also working closely with central agencies and interdepartmental planning committees on post-pandemic transition and the COVID-19 vaccine mandate implementation.