



NAV CANADA - CAW 1016

Job Evaluation System

November, 2008

System Overview

This Job Evaluation System has been designed to measure the unique nature of work undertaken by NAV CANADA's CAW 1016 bargaining unit. The system is comprised of eight distinct factors which assess the skill, effort, responsibility and working conditions associated with all positions. The factors are:

FACTORS	CATEGORY			
	Skill	Effort	Responsibility	Working Conditions
Knowledge	X			
Communication and Interpersonal Skills	X			
Problem Solving and Complexity		X		
Accountability and Decision Making			X	
Impact of Decisions or Actions			X	
Development and Leadership of Others			X	
Physical, Visual, Auditory, and Concentration		X		
Environmental Working Conditions				X

This document provides an overview of each factor and a definition for each of the "degrees" (or levels) within each factor.

Factor 1 - Knowledge

Definition

This factor measures the *minimum* level of job knowledge (skills, expertise, know-how and ability) required to do the job. Knowledge is typically gained through a combination of formal education, NAV CANADA training and related experience. Informal education and functional equivalencies should also be considered in lieu of formal educational job requirements.

Please note that this factor does not measure the incumbent's actual educational or experiential credentials. In order to determine what is necessary, it is important to define what the purpose and nature (general and/or specific) of the job's skill, knowledge and ability requirements are. Examples in this regard may include:

- Computer-based technology
- Policies and procedures
- Regulations and legislation (e.g. Transport Canada, ICAO)
- Instructional methods
- NAV CANADA organization (structure, strategy, "business")
- Health and safety
- Administrative procedures
- Mathematical
- Technical and operational

Application Guidelines

- In determining the appropriate degree, the context of the operating environment should be taken into account where, typically, a more "complex" environment has a greater knowledge requirement. Both the breadth and depth of the knowledge required must be considered in determining a rating. It is important to consider "relativities" across positions in assessing and determining ratings.
- While there is an acknowledgement that performing a supervisory role requires additional knowledge, these unique supervisory skill sets are recognized under Factor 6, Leadership and Development of Others. In general, Supervisor roles will be assessed on a facility basis and not simply on a shared title as there may be differences between supervisory roles based on the context in which they operate.
- Before awarding a rating, consideration must be given as to whether the position meets the essence of **all** of the elements described in a degree definition, not just part(s) of the definition.

Factor 1 – Knowledge

DEGREE	FACTOR DESCRIPTION
1	The position requires knowledge of standardized processes and the operation/use of technology and/or equipment with some variation in application possible. The position is required to follow technical instructions and structured procedural guidelines. Knowledge of the immediate work area and related processes and programs are required to perform job duties.
2	The position requires job specific knowledge of practices, procedures, techniques and policies related to an administrative, operational or technical field. Knowledge is applied in order to identify and resolve practical issues and/or situations. Knowledge of the immediate work area is required as well as an awareness of methods, procedures and techniques outside of the position's functional area.
3	The position requires practical knowledge of practices, procedures, techniques, policies and theories within a core functional area. Knowledge is adapted and applied to identify and resolve a range of straightforward to increasingly complex issues and/or situations. Knowledge of the immediate work area is required as well as an awareness of the impacts of the position's work on methods, procedures and techniques outside of the position's functional area.
4	The position requires specialized knowledge of practices, procedures, techniques, policies, theories and interdependencies within a core functional area. Knowledge is applied to evaluate, interpret and resolve complex issues and/or situations. Knowledge of the immediate work area is required as well as an understanding of the methods, procedures and techniques outside of the position's functional area in order to understand the impacts of one's own work outside of the position's functional area, and to coordinate related work- or project- specific activities.
5	The position requires an advanced specialized knowledge of practices, procedures, techniques, policies, theories and interdependencies within a core functional area. Knowledge is applied in order to develop new approaches and systems that address complex issues and/or situations. Knowledge of the immediate work area is required as well as an understanding of the relationships between and across a number of procedures, processes, and activities of other groups/ functional areas in order to plan, develop and/or coordinate activities that involve multiple groups and functional areas.

Factor 2 – Communication and Interpersonal Skills

Definition

This factor measures the job requirements for using interpersonal communication skills, both written and verbal. It considers the complexity of different communication behaviours, the purpose for interaction, and the situations in which contact and interaction occurs. This factor covers a broad spectrum of interpersonal skills ranging from, writing procedures or scripts, and listening effectively, to customer service, role playing or giving instructions. Given the breadth of situations in which interpersonal skills can be applied, particular attention should be paid to the purpose for interaction and the context.

All forms of interpersonal contact should be considered (written and verbal), both within and across the organization, as well as outside or external to the organization. For example, interaction may occur with colleagues/team members, fellow employees, and corporate officials internally, and customers, government representatives and suppliers externally.

The factor also considers the special skills required to communicate in a “real time” or “near real time” environment, as well as those that are required to manage and coordinate multiple interactions/communications that may occur concurrently.

Application Guidelines

- Communication and interpersonal skills related to the leadership and development of others is not considered under this factor but is considered under Factor 6, “Leadership and Development of Others.”
- All other elements being equal, where there is a requirement to communicate in real time or near-real time, consideration should be given as to whether this presents an additional challenge to communication and requires heightened communication and/or interpersonal skills.

Factor 2 – Communication and Interpersonal Skills

DEGREE	FACTOR DESCRIPTION
1	The job requires the use of basic communication/interpersonal skills. The range of situations encountered are narrow in range. The purpose of interactions and communications is to exchange straightforward information requiring minimal explanation or elaboration. There are no significant time pressures or complexities associated with the job context that impact the required range of communication skills.
2	The job requires the use of a limited range of communication and interpersonal skills. There is some (occasional) variation in the range of situations encountered. Some explanation of procedures or protocols is required to work cooperatively for the purpose of coordinating work activities and achieving a common objective (written or verbal). There are some time pressures or complexities associated with the job context.
3	The job requires the use of a moderate range of communication and interpersonal skills. There is on-going variation in the situations encountered. The work requires the ability to explain technical information (written or verbal).
4	The job requires the use of a moderate range of communication and interpersonal skills. There is on-going variation in the situations encountered. The work requires the ability to explain technical information (written or verbal). There is a time-sensitivity associated with the work that directly impacts the required communication skills (e.g. precision, clarity, need for immediate coordination of information).
5	The job requires the use of a broad range of communication and interpersonal skills and selection of the appropriate communication method. The range of situations encountered is diverse. The work requires explanation and elaboration of concepts or ideas in order to persuade others regarding a course of action (written or verbal). Situations may be difficult, sensitive or contentious.

Factor 3 - Problem Solving and Complexity

Definition

This factor measures the amount and difficulty of analysis, problem solving and reasoning required to perform job related duties. It also measures the conceptual ("mental effort") demands of the job as characterized by:

- Analysis and interpretation
- Innovation
- Resourcefulness
- Variety of tasks (multi-tasking)
- Degree of job structure
- Adaptability
- Situational ambiguity
- Planning activities
- Need to work cross-functionally
- Availability of guiding policies and procedures and other resources

Application Guidelines

- "Related" factors are typically defined as a sequence of tasks within a broader activity or unique activities that rely on the same skills, knowledge and/or practices.
- "Unrelated" factors are typically defined as activities that rely on varying and different skills, knowledge and/or practices.

Factor 3 - Problem Solving and Complexity

DEGREE	FACTOR DESCRIPTION
1	Problems/challenges can be resolved by using established methods and procedures that require limited interpretation and analysis. The context/environment in which challenges occur is routine, with a limited number of factors to consider when resolving problems/issues.
2	Problems/challenges can be resolved by using basic analysis and interpretation of the situation and the relevant established methods and procedures. Problems/ challenges are typically encountered on a routine basis and involve some degree of variation that requires consideration of a number of related factors.
3	Established methods and procedures that require interpretation are used to analyze and resolve most problems and challenges; on occasion, the position must adapt practices within defined procedures to resolve specific, non-routine problems/challenges. The position must resolve challenges and often manage a limited number of tasks/ activities that require consideration of a number of factors that may or may not be related.
4	There are a number of situations where there are limited established procedures, practices and/or knowledgeable resources that can be leveraged. At times, the job requires ingenuity in order to create context-specific solutions and resolve problems. The position must resolve a variety of challenges and manage related/ unrelated tasks/ activities.

Factor 4 - Accountability and Decision Making

Definition

This factor measures the level of accountability associated with the position and the independence of action related to work decisions and actions. This factor includes the opportunity to provide advice, make recommendation and decisions. Areas of accountability may include, but are not limited to:

- Financial resources
- Public image
- Information
- Products, inventories, and supplies
- equipment or electronics
- property and possessions
- other assets
- building and facilities

In determining the appropriate degree, consideration should be given to:

- Level of work review or supervision received
- Team environment
- Discretion and independence of action
- Overall accountability given the nature of the work

Application Guidelines

• Degree 2:

- "Work area" refers to the people with whom and the physical space within which the position performs the majority of its responsibilities (e.g., the ATOS "work area" includes the various work stations and team members that the position works within/with during a shift); though decisions may impact other work areas or functions, the accountability for the decision lies within the work area to which the position belongs.

• Degree 3:

- "General" direction means that the direction received includes guidelines on how to carry out a task.
- An "entire function" may be made up of multiple teams and/or work areas included in a formal function such as Training Services, ATOS, AIS, FDAAS, etc.; decisions that relate to an entire function may have an impact on other functions, however, the accountability for the decision is contained within the function to which the position belongs.

• Degree 4:

- "Nominal" direction means that direction is provided without specific guidelines
- "broader organization" refers to multiple functions; a position that has decision making authority related to the broader organization makes decisions that directly impact other functions outside of its own

Factor 4 - Accountability and Decision Making

DEGREE	FACTOR DESCRIPTION
1	Work is controlled through the checking of accuracy, quality, and adherence to detailed instructions or through the structured nature of the work itself. Minimal discretion may be exercised within pre-determined limits and procedures. Decisions relate to one's own job.
2	Finished work results are evaluated for compliance with job-specific policies and procedures. Oversight is provided on an ongoing basis with respect to work review and guidance and direction provided regarding the execution of tasks and activities. Decisions relate to multiple processes within one's own work area.
3	Finished work results are evaluated for compliance with broad organizational policies and procedures. The position receives general direction regarding tasks and activities. Decisions relate to one's entire function.
4	Work results are considered technically authoritative and support the creation of policies and standards within broad organizational and external parameters. The position receives nominal direction and little to no day-to-day supervision. Decisions relate to the broader organization.

Factor 5 – Impact Of Decisions or Actions

Definition

This factor measures the positive outcomes and/or potential problems and solutions a position can create or resolve as a result of the information, guidance, advice, recommendations and/or decisions that the position is required to provide. In determining the scope and magnitude of impacts, consideration should be given to:

- Span of effect
- Direct and indirect consequences
- Magnitude
- The difficulty and/or complication associated with managing impacts
- Checks and balances in place to monitor, mitigate and control impacts (e.g. prevent errors from occurring, detect errors before the impact becomes severe)

This factor considers actions and decisions that are a normal, regular part of the position, and not situations that represent anomalies or “worst case scenarios”.

The potential impacts are to be considered as broadly as possible, and could be related to:

- Technical information
- Financial/material resources
- NAV CANADA’s public image
- Community
- Public safety

Application Guidelines

- In Degree 4, “limited opportunity for review” refers to the impact that frequently changing deadlines and real-time environments have on the opportunity for thorough application of established review processes and protocols.
- Impacts “outside” the organization include those that are directly related to NAV CANADA clients such as airlines, airports, the travelling public, and other entities not owned or controlled by NAV CANADA
- TBD once all job data is collected – define “limited”, “moderate” and “significant” as they are used to distinguish between the impacts observed of various positions in the bargaining unit.

Factor 5 – Impact of Decisions or Actions

DEGREE	FACTOR DESCRIPTION
1	Work results are limited to one’s immediate work area and/or a component of a larger process or program. Work and methods are highly controlled by monitoring accuracy, adequacy or adherence to procedures and protocols. The magnitude of the potential impacts is very limited.
2	Work results have an impact on one’s own work area and a limited impact on the work of others. Defined standards, policies and directives serve to mitigate errors. Peer/supervisory review and process standards serve to control quality and accuracy of work. The magnitude of potential impacts is limited.
3	Work results have an impact outside the organization. Defined processes, such as testing, signoff and formal approvals, serve to mitigate errors. The magnitude of potential impacts is moderate.
4	Work results have a direct impact outside the organization. Despite the provision of risk-management protocols, there is limited opportunity for review. The magnitude of potential impacts may be significant.

Factor 6 – Development and Leadership of Others

Definition

This factor measures the accountability and responsibility for leading and/or developing other NAV CANADA employees. It assesses the character, complexity, and job demands associated with supervising the work of others. Characteristics to be considered include responsibility for:

- Providing orientation to new employees
- Providing informal training
- Providing on-the-job guidance (not already recognized with additional compensation), direction, and assistance (informal assistance)
- Providing feedback
- Checking or reviewing work
- Scheduling, organizing and coordinating work
- Providing input into performance assessment and employee development
- Building individual and/or group morale
- Monitoring/ overseeing employees on technical, work-related matters
- Acting as a role model or mentor

This factor includes the direct and indirect supervision of full and part-time employees. Consideration should also be given to situations where there is a responsibility for some aspect of a “team” such as coordinating or directing the work of a functional or project-specific team.

Application Guidelines

- Due consideration should be given to the provision of leadership to those who are outside of the work area and/or organization.
- As with all other factors, before awarding a rating, consideration must be given as to whether the position meets the essence of all of the elements described in a degree definition, not just part(s) of the definition.
- In Degree 4, the term “work group” is inclusive of situations where a position has direct accountability for a single individual.

Factor 6 – Development and Leadership of Others

DEGREE	FACTOR DESCRIPTION
1	There is no requirement to provide formal guidance or supervision to others.
2	The job does not have formal or official supervisory responsibilities; however, there is an expectation to provide informal guidance/training to other employees on a regular basis, including orientation to new employees.
3	Core job requirements include some accountability for others. Specific responsibilities may include scheduling or coordinating work, reviewing the quality of the work of peers or more junior employees and providing informal guidance, instruction, or training to others. In connection with these responsibilities, the position may also need to influence the morale of employees concerned.
4	Direct technical accountability for a work group is a core job requirement. Job duties include motivating employees and influencing employee morale, in addition to performing supervisory activities for a work group such as making recommendations for training, assigning/delegating work, monitoring and assessing the technical quality of the work of group members, etc.

Factor 7 – Physical, Visual, Auditory and Concentration Effort

Definition

This factor measures the degree of physical, visual, auditory and concentration effort required in terms of intensity and frequency. Characteristics to be considered include:

Physical, Visual and Auditory

- Physical demands (sitting)
- Visual concentration and strain
- Auditory concentration and strain

Concentration

- Repetitiveness of tasks requiring precision
- Need for exact results and precision
- Effect of interruptions
- Time pressure
- Control over workplace
- Intensity and unusual attentiveness

Application Guidelines

- Each physical, visual, auditory and concentration demand should be assessed separately, and the highest degree awarded.
- Where “regular” is defined as a dimension of work that occurs in a structured and consistent manner (e.g. on a bi-weekly basis), but not on a frequent and continuous basis (e.g. on a daily basis, or hourly, each and every day).
- “Vigilance” is defined as the degree of responsiveness to stimuli or the process of paying close and continuous attention.
- “Pace of work” refers to the rate of speed at which work and/or work activities proceed.

Factor 7 – Physical, Visual, Auditory and Concentration Effort

Infrequent to Regular	Frequent to Continuous	FACTOR DESCRIPTION
1	2	<p>The job requires a limited amount of physical, visual, or auditory exertion that is somewhat taxing, but does not usually produce fatigue or require periods of rest. The incumbent has freedom of movement since the job does not confine the incumbent to a prescribed body posture.</p> <p>AND/OR</p> <p>Work involves some alertness and concentration to complete job tasks. There are no unusual requirements for vigilance and the effect of interruptions on concentration is minor. Incumbents control their own pace of work, though there may be some time pressures to finish specific job tasks.</p>
2	3	<p>The job requires a moderate amount of physical, visual, or auditory exertion that can be somewhat taxing or fatiguing. Work likely involves a considerable amount of sitting and working on a computer, with some freedom to change positions or move around.</p> <p>AND/OR</p> <p>Work involves a moderate degree of alertness and concentration to complete job tasks. There are some requirements for unusual vigilance or attentiveness, where accuracy of information and minute details are involved. It may be difficult for the incumbent to resume the task at hand immediately after being interrupted. Incumbents usually control their own work pace; however, there are multiple demands and/or some time pressures to finish specific job tasks.</p>
3	4	<p>The job requires a high amount of physical, visual, or auditory exertion that is taxing and may require breaks. Physical effort may be required to work in a confining or tiring position, or to sit for long periods of time without the freedom to walk about. Visual effort may involve monitoring multiple computer screens.</p> <p>AND/OR</p> <p>Work involves a high degree of alertness and concentration to complete job tasks. Some activities require vigilance and attentiveness, where accuracy of information is important and there are constraints in terms of timing and priorities. Interruptions can impact the timing and flow of processes, causing some delay and/or difficulty to return to the task at hand. Incumbents have little control over their own work pace, and there are multiple demands and tight time pressures to finish specific job tasks.</p>
4	5	<p>The job requires a combination of physical, visual, or auditory exertion that requires breaks or periods of rest. Physical effort such as working in a confining or tiring position, or sitting for long periods of time without the freedom walk about may also be required in conjunction with visual and/or auditory effort such as viewing/monitoring multiple computer screens for the same activity and/or listening for extended periods of time.</p> <p>AND/OR</p> <p>Work involves a high degree of alertness and concentration to complete job tasks. Many activities require vigilance and attentiveness, where there may be multiple inputs and outputs to focus on that require accuracy of information and/or processes are time sensitive and/or sequential. Accordingly, interruptions can have a significant impact on timing and processes. Incumbents have little control over their own work pace, and there are multiple demands and tight time pressures to finish specific job tasks.</p>

Factor 8 – Environmental Working Conditions

Definition

This factor measures the likelihood, frequency and severity of exposure to undesirable characteristics in the work environment, or in how the work must be performed. Characteristics to be considered include:

- Physical hazards and personal health and safety risks
- Work surroundings: noise, dirt, glare, fumes, limited ventilation, limited illumination, vibration, awkward or confining work spaces
- Exposure to adverse environmental and weather conditions
- Difficult psychological challenges
- Frequent travel

Application Guidelines

- Where a job has a private office, a "1" is awarded
- Where a job is without an office, an F3 is awarded
- Where a job works in a simulator environment, an F3 is awarded
- Where a job works in an ACC on the operational floor, an F4 is awarded

**F = Frequent to continuous; I = Infrequent to regular*

Factor 8 – Environmental Working Conditions

Infrequent to Regular	Frequent to Continuous	INTENSITY SCALE	FACTOR DESCRIPTION
1	1	Does Not Apply (or is very incidental)	Agreeable work environment. No adverse environmental or psychological conditions.
2	3	Limited Adverse Conditions	Exposure to some undesirable or unpleasant environmental or psychological conditions.
3	4	Moderately Adverse Conditions	Exposure to moderately adverse and undesirable environmental or psychological conditions.
4	5	Adverse Conditions	Exposure to adverse and undesirable environmental or psychological conditions where precautions/adjustments must be taken.