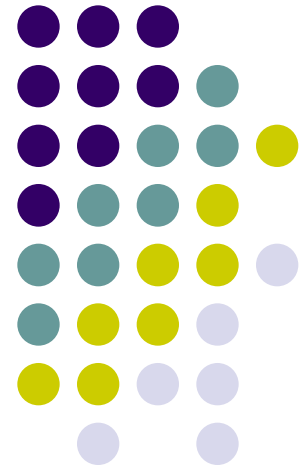
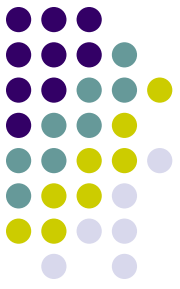


CAW 1016 and NAV CANADA Joint Classification System Project

Briefing to Members and
Line Management
November 18-20th 2009

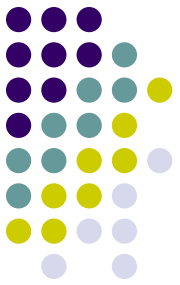




Objective

- Review the mandate of the joint working group
- Review the proposed classification system
- Review the benefits of the new system
- Outline the communication strategy
- Detail the challenge process (where you can express concerns/issues on the application of the classification system)

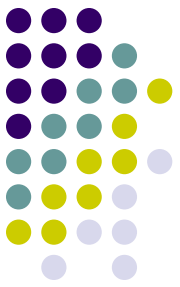
What is Job Evaluation



- A means of determining the relative value of jobs within an organization

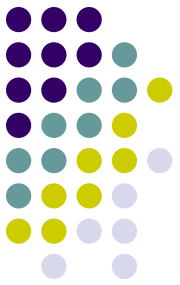
Key concepts

- Relativity
- Focuses on job content not individual performance
- Balance between science and reasoned judgement



What is a Classification System

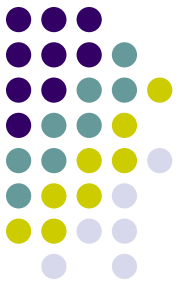
- It is a system which is used to objectively categorize and rank the worth/importance of different positions in an organization.
- Uses established criteria and framework to determine in a consistent manner the order / assessment of positions
 - Does not measure what is already remunerated (e.g., premiums)
- It says nothing about assigning pay; pay scales for unionized employees are negotiated.



Why Change the Existing System

- Old and not reflective of today's business environment. Made effective in 1969
 - Benchmarks unrelated to ANS (example: glassblower)
- Built in the government environment not NAV CANADA
- Compression of jobs into few levels
- System intended to assess both management and unionized jobs

Mandate of the Joint Working Group

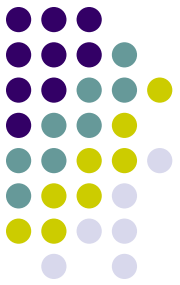


- CAW Local 1016 and NAV CANADA will meet to commence a process to establish a new classification system applicable to all positions and groups covered by this collective agreement. CAW Local 1016 and NAV CANADA agree to make all reasonable efforts to conclude this process as soon as possible
- The parties will engage an outside firm with recognized experience and expertise in the field of classification.
- As part of its work, the firm will accept submissions from both sides concerning the criteria to be considered and measured, including but not limited to such issue as work volume, and consequence of error.
- The firm shall evaluate all positions in the bargaining unit and will produce a proposed new classification system and standards

Mandate of the Joint Working Group



- The parties will then consult in order to determine how to implement the new classification system and any associated salary adjustments.
- It is understood that employee who occupies a position at a location where the classification level is decreasing, such employee will be “green circled” so long as they occupy this position.
- Agreed that the new classification system shall not be implemented until the next collective agreement is signed by the parties. The parties will be left to negotiate the economic implications of any new or modified classification system in that round of bargaining. The effective date of the new classification program, once negotiated and/or arbitrated shall be July 1, 2009



The Team

NAV CANADA Representatives:

Barbara Gagné
Lyne Wilson
François Robert
Tom Hollinger
Celeste Guse

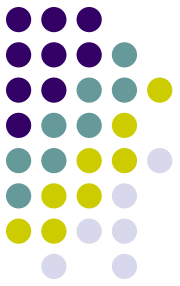
The CAW 1016 Representatives:

Shawn Wood
Christine Lizotte
David Ready
France Gingras
Don Boyd

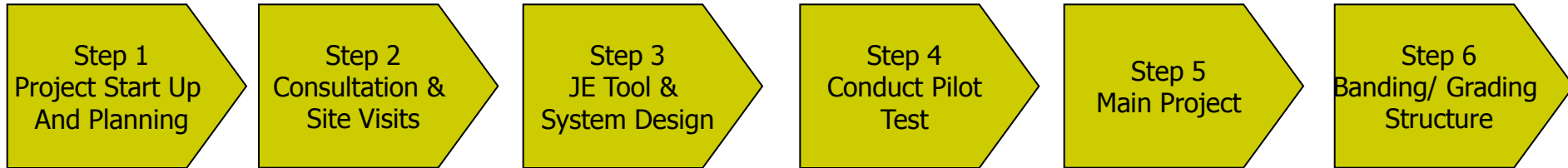


Project Objectives

- A project that embodies at a minimum
 - Development of a fair and equitable classification system
 - Canadian Human Rights Act compliance
 - Transparency in process and design
 - Ease of understanding
 - Data capture that considers workplace differences
 - A challenge or validation process at the end
 - Integration of the LOU requirements
 - Assurance of clarity respecting job role/duties
 - Provision for a clear classification process
 - Applicability to all members of CAW Local 1016



Project Phases- Deloitte Methodology



Start up meeting
 Communications strategy
 Work Group protocols
 Sampling strategy
 Workplan
 Document collection

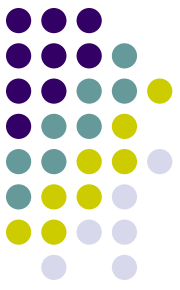
Conduct site visits
 Interviews
 Document collection
 Prepare summary of findings

Conduct working session
 Overview of JE System Design principles
 Facilitate system design

Select benchmark jobs
 Provide training and support to incumbents
 Deloitte evaluate jobs
 Working Group sorethumb
 Fine tune

Confirm Sampling strategy and other logistics
 Provide training to incumbents
 Deloitte evaluate jobs
 Working Group sorethumb and confirmation of jobs

Undertake analysis
 Develop models
 Conduct working sessions
 Communications support



What Type of Classification System

- Build from scratch or adapt/tailor an existing system?
- A point based system or a descriptive system?
- Decided to adapt the Deloitte & Touche proprietary system
- Hired their services to help us select and define the factors as to best qualify the work done by the bargaining unit and to provide evaluations and banding model(s).



Proposed Classification System

- Point Factor Based
- 8 Rating Factors
 - Knowledge
 - Communication & Inter-personnel Skills
 - Problem Solving/Complexity
 - Accountability and Decision Making
 - Impact of Decisions and Actions
 - Development and Leadership of Others
 - Physical, Visual, Auditory & Concentration
 - Environmental Working Conditions



System Overview

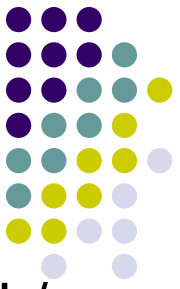
Factor	Degree Level					Weighting	Points
	1	2	3	4	5		
Knowledge	69	138	207	276	345	23%	345
Communication / Interpersonal skills	45	90	135	180	225	15%	225
Problem Solving / Complexity	64	128	191	255		17%	255
Accountability / Decision Making	38	75	113	150		10%	150
Impact of Decisions or Actions	56	113	169	225		15%	225
Leadership & Development of Others	38	75	113	150		10%	150
Physical, Visual, Auditory & Concentration Effort	15	30	45	60	75	5%	75
Environment Working Conditions	15	30	45	60	75	5%	75

Factor 1 - Knowledge



- Measures the minimum level of job knowledge (skills, expertise, know-how and ability) required to do the job
- Knowledge acquired in any way (formal or on-the-job)
- Does not measure the incumbent's actual educational or experiential credentials
- Five (5) levels of distinction to evaluate the range of job based skills and knowledge requirements
- Addresses technical and non-technical skill sets; how deep and/or broad is the area(s) of knowledge; organizational knowledge and legislative/regulatory knowledge

Factor 2 – Communications and Interpersonal Skills



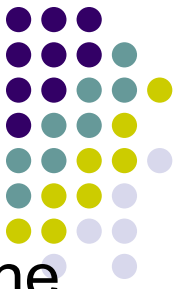
- Measures job requirements for using interpersonal and / or communication skills both written and verbal
- Considers complexity, variety and range of situations and contacts
- Focus not specifically on contact with who but nature of Interaction
- Considers special skills required to communicate in “real-time”
- Five (5) levels to distinguish range of skill

Factor 3 – Problem Solving & Complexity



- Measures the amount and difficulty of analysis, problem solving and reasoning required to perform job
- Measures conceptual (mental effort) demands like, though not limited to
 - Analysis and interpretation
 - Innovation
 - Variety of tasks
 - Degree of job structure
 - Need to work cross-functionally
 - Availability of guiding policies and procedures and other resources
- Measured over four (4) levels

Factor 4 – Accountability and Decision Making



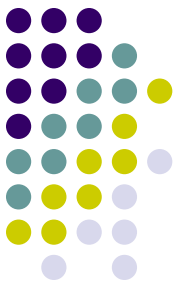
- Measures the level of accountability associated with the position and the independence of action related to decision making
- Includes opportunity to provide advice, make recommendations and decisions
- Looks at, though not limited to
 - Financial authorities
 - Public Image
 - Information
 - Equipment or electronics
 - Property and possessions
 - Other assets
- Consider levels of work review; team environment; discretion and independence of action; overall accountability given
- Measured over four (4) levels

Factor 5 – Impact of Decisions or Actions



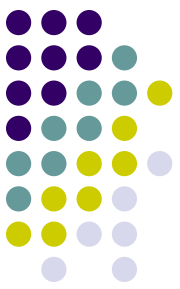
- Measures potential outcomes and/or problems and solutions from direction actions of those in the job
 - Result of the information, guidance, advice, recommendations and/or decisions that position is required to provide
 - Considerations
 - Span of effect
 - Direct and indirect consequences
 - Magnitude
 - Difficulty and/or complication associated with managing impacts
 - Checks and balances
- Focus on direct cause and effect of actions taken
- Measures over four (4) levels

Factor 6 – Development and Leadership of others



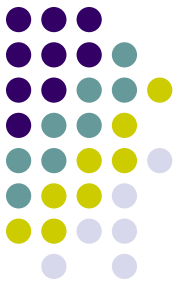
- Measures the accountability and responsibility for leading and/or developing other NAV CANADA resources
- Assesses character, complexity and job demands associated with supervising work of others
- Includes direct and indirect supervision of full or part-time employees.
- Team differentiated for on-going work units versus project teams
- Measured over four (4) levels

Factor 7 – Physical, Visual, Auditory and Concentration Effort

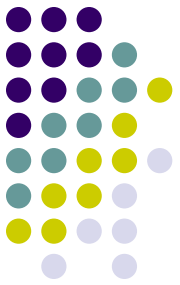


- Looks at degree of physical, visual, auditory and concentration effort
 - Intensity and frequency
- Sensory demands
 - Physical (including extended periods of sitting)
 - Visual concentration and strain
 - Auditory concentration and strain
- Concentration
 - Repetitive tasks requiring precision
 - Need for exact results
 - Control over work pace
 - Effect of interruptions
- Up to 5 levels depending on combination of frequency & intensity

Factor 8 – Environmental Working Conditions



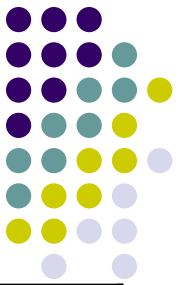
- Looks to measure the likelihood, frequency and severity of exposure to undesirable characteristics in the work environment or in how the work must be performed
- Five (5) levels depending on the combination of intensity and frequency of the environmental conditions



PDQ Process and Evaluations

- Job data collected from incumbents and managers in either the test phase, unit wide data collection, or as jobs were amended during the life of the project
- Evaluation of job descriptions (PDQs) done by the Deloitte consultants using
 - The classification standard designed
 - PDQs submitted by the incumbents and managers
 - Additional information gathered in response to working group questions (e.g., follow-up questions; requests for additional explanations)
- Evaluation work was iterative and job data focused

Point Band Model



Level	Minimum Points	Maximum Points
1	0	500
2	501	650
3	651	800
4	801	950
5	951	1100
6	1101	1250
7	1251	1400
8	1401	1500

Job Relativities



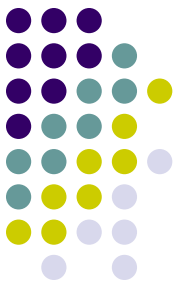
	Current Grade	Points	New Band
Publications Assistant	GT-1	437	1
Publications Specialist	GT-3	650	2
Flight Data Support Analyst	GT-3	723	3
Simulation Tech Spclt	GT-3	837	4
Simulation Specialist - Ottawa	GT-3	837	4
AIS Assembly Specialist ANS	GT-3	848	4
AIS Planning Coordinator Ottawa	GT-4	878	4
Senior Simulation Specialist - Ottawa	GT-4	886	4
Training Simulation	GT-3	916	4
System Controller	GT-3	942	4
Flight Data Analyst	GT-4	957	5
AIS Data Standards	GT-4	992	5
AIS Stds Desktop Publ	GT-4	992	5
AIS Data Collection Specialist Ottawa	GT-3	1011	5

	Current Grade	Points	New Band
Supervisor, Simulation Specialist	GT-4	1013	5
Supervisor, TSS	GT-4	1013	5
NOTAM Specialist	GT-4	1040	5
TSS Course Maintenance	GT-4	1064	5
Air Traffic Operations Specialist	GT-4	1088	5
Supervisor, Simulation Specialist	GT-5	1109	6
TS Notam	GT-5	1115	6
Supervisor, AIS Data Collection Specialist	GT-4	1124	6
ATOS UOS	GT-5	1186	6
Supervisor, ATOS	GT-5	1186	6
ATOS Lead - CAATS Implementation	GT-5	1240	6
Training Technology Specialist	GT-4	1331	7



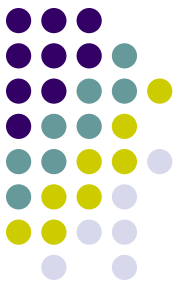
Design Achievements

- System designed for this company and this bargaining unit
- Collaborative design between company and union
- Language in the system that is meaningful to this business and bargaining unit
- Provides for meaningful differences between jobs (e.g., levels tied to perceptible differences in our work)
- Meets our design principles



Communications- What is to come

- Incumbents will receive individualized letters from their supervisors
 - Provides detail on the application of the new system to their position
 - Notice of the Challenge Process
- Available November 20th on CAW 1016 website or through the Classification Projects Office (ncrga_cpo@navcanada.ca)
 - Challenge Process Form (to submit an application)
 - Challenge Process Instructions
 - Classification System Document (the standard)
 - Generic list of bargaining unit jobs and their evaluations



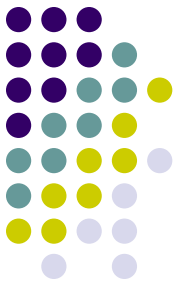
Challenge Process

- Provides opportunity to comment or raise any concerns on how the new system has been applied to their position (input from both incumbent(s) and managers)
- Review will be administered by a 3 person panel (1 union rep; 1 employer rep; 1 member of Deloitte)
- Decisions of panel are final and binding
- Process
 - Reflect their own substantive job
 - Not challenge the design of the classification system (e.g., choice of rating factors; the factor definitions; the factor weightings; point banding etc).
 - Be captured on the authorized form
 - Conform to the time lines established for the challenge process
 - Completion by December 11, 2009

Should I submit an application to the Challenge Process?



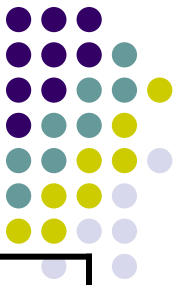
- Only you can answer this
- If you have a comfort in the process followed; the relativity outcomes (i.e., which jobs are in the same band as yours) maybe you don't go further
- If you think job information has been misunderstood or missed; disagree with the evaluation assessments and can provide job related detail to substantiate your perspective, consider the challenge process
- Members of the working group are available to answer your questions



Grounds for Submitting an Application

- Reflect their own substantive job
- Reflect a concern and/or challenge to the application of the rating factor(s) as presented in their individualized letter
- Not challenge the design of the classification system (e.g., choice of rating factors; the factor definitions; the factor weightings; point banding etc).
- Be captured on the authorized form conform to the time lines established for Challenge Process

Key Project Dates



Activity	Target Date
Member & Manager Briefings	November 18-20, 2009
Incumbent input to Manager for Challenge Process Stage	December 4 (COB), 2009
Manager Input for Challenge Process	December 11 (COB), 2009
Review of Challenge Process Applications	January 8, 2010
Approval of final results	January 15, 2010