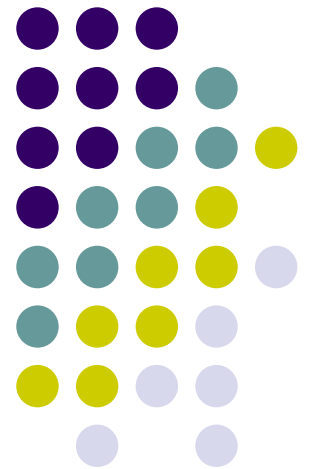
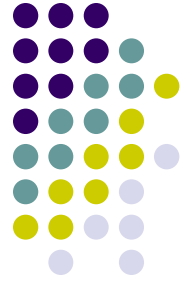


# CAW 2245 and NAV CANADA Joint Classification System Project

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Briefing to Members and  
Line Management  
November 15<sup>th</sup> & 16th, 2010

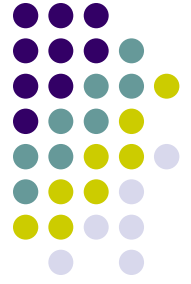




## Objective

- Review the mandate of the joint working group
- Review the proposed classification system
- Review the benefits of the new system
- 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

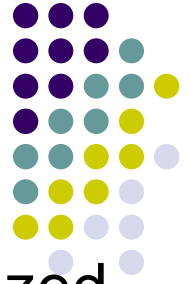
- It is a system which is used to objectively categorize and rank the worth/importance of different positions in an organization.
- Uses established criteria and framework to determine in a consistent manner the order / assessment of positions
  - Does not measure what is already remunerated (e.g., premiums)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



## Why Change the Existing System

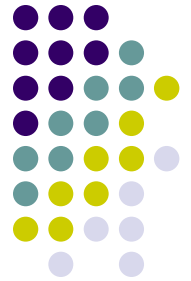
- Old and not reflective of today's business environment. Made effective in 1992
  - Benchmarks unrelated to ANS
- Built for government environment not NAV CANADA
- Requires reference to legacy tools (e.g., FSSWA)
- References to services / metrics that are not reflective to current business
- System intended to assess both management and unionized jobs

## Mandate of the Joint Working Group



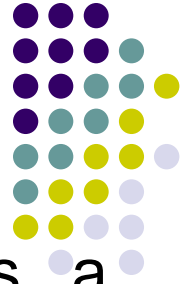
- (i) The parties engage an outside firm with recognized experience and expertise in the field of classification.
- (ii) The firm accepts submissions from both sides concerning the criteria to be considered and measured, including but not limited to such issues as work volume and AWBS.
- (iii) The firm shall evaluate all positions in the bargaining unit and will produce a proposed new classification system and standards, with a target date for completion being one year after the signing of the collective agreement.

## Mandate of the Joint Working Group



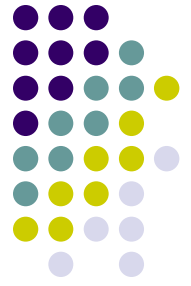
- (iv) Upon completion, the firm's report will be submitted to the parties who will apply their best efforts to agree on the report with or without amendments.
- (v) The parties will then consult in order to determine how to implement the new classification system and any associated salary adjustments.
- (vi) If, within four months following receipt of the report, no agreement is reached pursuant to the preceding two subparagraphs, then either party may refer the unresolved issue or issues to a binding arbitration board (with nominees appointed by each side who would appoint a chair) which would render at a minimum, a majority decision.

## Mandate of the Joint Working Group

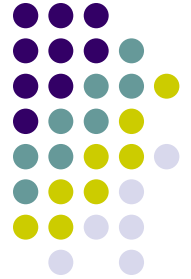


- (vii) It is understood that employee who occupies a position at a location where the classification level is decreasing, such employee will be “green circled” so long as they occupy this position.
- (viii) “Green circle” for the purpose of this letter shall mean that the employee shall continue to receive his/her current rate of pay including negotiated adjustments and increments. For clarity, the salary rate would be subject to economic and incremental increases until the employee vacates the position or the applicable maximum salary for the position under the classification system meets or exceeds the maximum of the protected salary range.

## Mandate of the Joint Working Group



- (ix) Notwithstanding subparagraphs (v) and (vi), it is expressly 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 May 1, 2010.



# The Members

## **NAV CANADA Representatives:**

Barbara Gagné (co-lead)  
Brent Clary  
Cindy Bonin  
Chris Stevens

## **The CAW 2245 Representatives:**

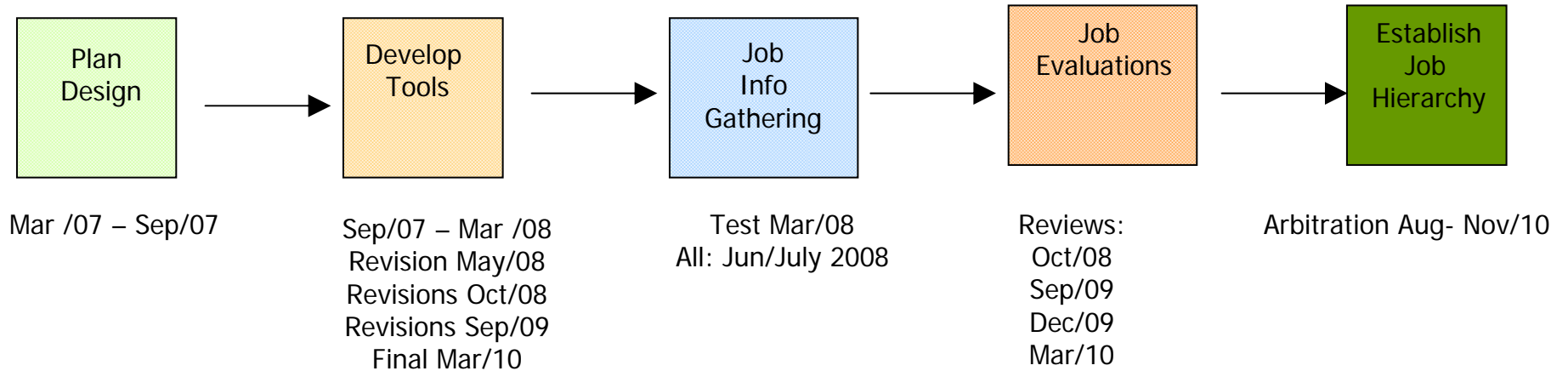
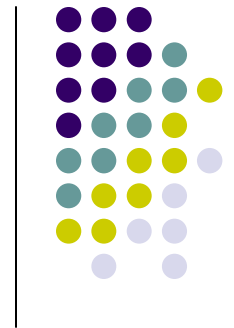
Derek Yakielashek (co-lead)  
Ruth Beilman  
Jim Nauss  
Wayne Lorenzen  
Yvon Larouche

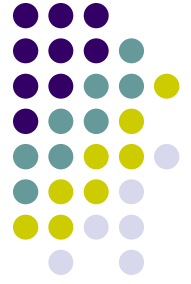


## Project Objectives

- 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 2245

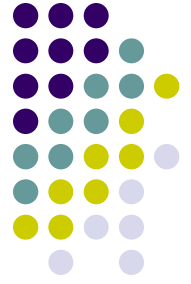
# Project Phases- Methodology





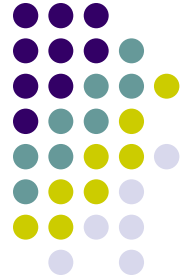
## What Type of Classification System

- Build from scratch or adapt/tailor an existing system?
- A point based system or a descriptive system?
- Decided to adapt the Towers Watson 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
- 12 Rating Factors
  - Technical / Skills
  - Thinking Environment
  - Communication / Influencing
  - Complexity of Thinking
  - Time Horizon
  - Leadership & Development
  - Independence & Authority
  - Organizational Influence
  - Physical Effort
  - Mental / Sensory Effort
  - Multiple Demands / Priorities
  - Working Conditions / Environment



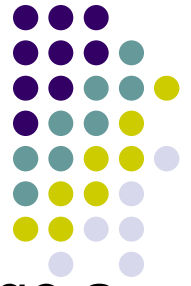
# Factors and Weightings

| Factor                           | Weighting |
|----------------------------------|-----------|
| Technical/ Skills                | 15%       |
| Thinking Environment             | 7.5%      |
| Communication / Influencing      | 7.5%      |
| Complexity of Thinking           | 15%       |
| Time Horizon                     | 10%       |
| Leadership and Development       | 5%        |
| Independence & Authority         | 7.5%      |
| Organizational Impact            | 10%       |
| Physical Effort                  | 5%        |
| Mental / Sensory Effort          | 5%        |
| Multiple Demands / Priorities    | 5%        |
| Working Conditions / Environment | 7.5%      |

# System Overview

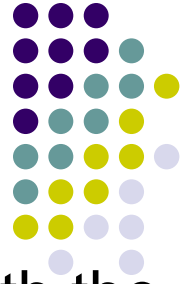


| Factor                           | Degree levels and Point Allocations |      |      |     |
|----------------------------------|-------------------------------------|------|------|-----|
|                                  | 1                                   | 2    | 3    | 4   |
| Technical/ Skills                | 15                                  | 60   | 105  | 150 |
| Thinking Environment             | 7.5                                 | 30   | 52.5 | 75  |
| Communication / Influencing      | 7.5                                 | 30   | 52.5 | 75  |
| Complexity of Thinking           | 15                                  | 60   | 105  | 150 |
| Time Horizon                     | 10                                  | 40   | 70   | 100 |
| Leadership & Development         | 5                                   | 27.5 | 50   |     |
| Independence & Authority         | 7.5                                 | 30   | 52.5 | 75  |
| Organizational Influence         | 10                                  | 40   | 70   | 100 |
| Physical Effort                  | 5                                   | 20   | 35   | 50  |
| Mental/ Sensory Effort           | 5                                   | 20   | 35   | 50  |
| Multiple Demands/ Priorities     | 5                                   | 20   | 35   | 50  |
| Working Conditions / Environment | 7.5                                 | 30   | 52.5 | 75  |



## Factor 1 – Technical / Skill

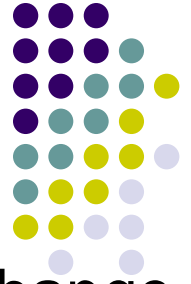
- Measures the depth and breadth of technical knowledge a position requires
- Considers depth in specific field and breadth of multiple fields of technical knowledge
- Field of technical knowledge may have own education / training and/or experience requirements
- Leadership or supervisory skills are not covered by this factor. Considered in separate leadership and development factor
- Measured over 4 levels



## Factor 2 – Thinking Environment

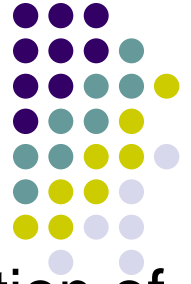
- Considers the challenges / complexities associated with the immediate work environment as they apply to the actions / decisions to be made by the job holder
- Not prescriptive but degree definitions consider multiple operational environmental factors for example, though not limited to, aircraft movement, aircraft mix, airport configuration, airways, remote service responsibilities.
- Relativity between sites is key to assessing degree level. Jobs can have very different combinations of operational factors and still be considered equivalent in terms of factor degree level assigned
- Factor is measured over 4 levels

## Factor 3 – Communication / Influencing Skills



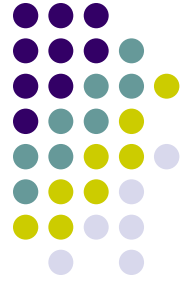
- Measures skill required to effectively communicate, exchange and share information. Also reflects the degree to which jobholders are required to influence the behaviours, actions and/or decisions of others
- Considers both the nature and intent of the contact / interaction
- Factor is measured over 4 levels

## Factor 4 – Complexity of Thinking



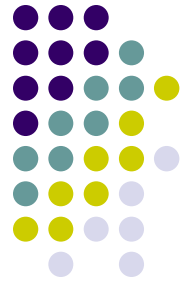
- Measures the complexity of skills relating to the application of knowledge, and the complexity of thinking, problem solving and planning required of the role
  - Example (not exhaustive list)
    - Level of theoretical or technical complexity of materials and information used
    - Level of skill required to set out and assist in a process of reasoning and conveying information
    - Level of skills in using numbers, specialized mathematical functions
- Resources available and time available to identify a resolution considered
- Factor is measured over 4 levels

## Factor 5 – Time Horizon



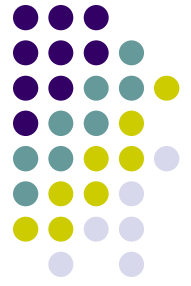
- This factor looks at the influence time has in order to respond and to solve an issue and/or problem
  - Consideration to time constraints impacting requirement of position holder to respond and/or recommend solutions etc
- Factor is measured over 4 levels

## Factor 6 – Responsibility for Leadership & Development



- Measures the responsibility for either directly and/or indirectly leading and/or advising others
  - Leadership typically refers to
    - responsibility for coordination of team work, scheduling within an approved workplan/schedule, quality oversight (technical) and technical problem solving, participation in the performance assessment process
    - Project leadership
    - Consultative and/advisory roles which impact both people and organizational operations
      - Known and accepted “go-to” person
- Factor is measured over 3 levels

## Factor 7 – Independence and Authority



- Measures the autonomy and authority to develop recommendations and/or make decisions by considering the degree of direction received and/or exercised by supervisors/managers
- Also considers the framework or constraints to freedom / independence of decision making created by such things as policies, procedures, regulations
- Decisions typically based on the complexity inherent in the work
- Factor is measured over 4 levels



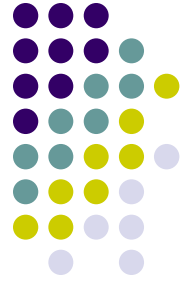
## Factor 8 – Organizational Influence

- Measures the influence on organizational success of typical actions, including recommendations and decisions which are normally within the authority of the position to make
- Influence is the direct cause and effect of actions taken by the jobholder
- Impact of decisions or actions is typically diminished by those systems/controls designed and put in place to limit impact or mitigate against catastrophic effects
- Some areas of consideration (not exhaustive)

|                                |                                       |   |
|--------------------------------|---------------------------------------|---|
| Effect on customer / business  | Impact on traffic flow and efficiency | Employee morale                                 |
| Effect on company reputation   | Safeguarding of information           | Financial                                       |
| Disruption or delay of service | Accuracy of reports / recommendations | Loss of time in detecting and correcting errors |

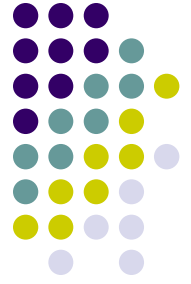
- Factor is measured over 4 levels

## Factor 9 –Physical Effort



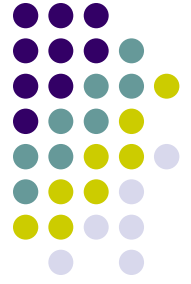
- Measures degree and/or severity of physical exertion while considering frequency, intensity and duration of the efforts associated with the position
  - Need for combination of precision, accuracy and speed of repetitive movements
  - Dexterity determined by the frequency of and duration in the use and/or coordination of fine or coarse movements
  - Degree to which job requires working at a specified location or in a restricted position with limited opportunity to move

## Factor 10 –Mental / Sensory Effort



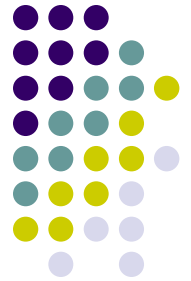
- Measures degree and severity of mental intensity resulting from sensory, visual and/or listening concentration required under normal circumstances
- Evaluation considers duration, continuity and frequency of the sensory effort and/or mental concentration

# Factor 11 –Multiple Demands and Priorities



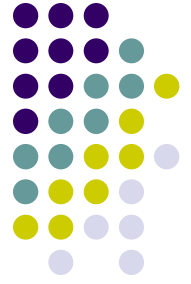
- Measures the extent to which the position is exposed to multiple and often conflicting demands and/or priorities that are typically beyond the control of the individual where there is no choice to reschedule activities
- Considerations
  - Predictability of schedules, and related work flows
  - Disruptions to work life caused by internal and external factors
  - Ability and control to reschedule activities

# Factor 12 –Working Conditions and Environment



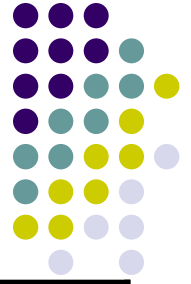
- Measures the conditions and the environment under which the work must be performed and the extent to which the position is exposed to unpleasant and/or potentially dangerous conditions/hazards

# JIQ Process and Evaluations



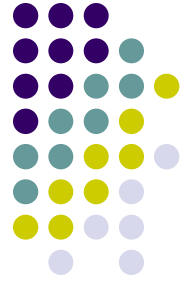
- Job data collected from incumbents and managers in either the test phase, unit wide data collection, or as jobs were amended during the life of the project
- Evaluation of job descriptions (JIQs) done by the Towers Watson consultants using
  - The classification standard designed
  - JIQs submitted 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 |
|-------|----------------|----------------|
| A     | 0              | 350            |
| B     | 351            | 450            |
| C     | 451            | 550            |
| D     | 551            | 600            |
| E     | 601            | 650            |
| F     | 651            | 750            |
| G     | 751            | 1000           |

# Job Relativities

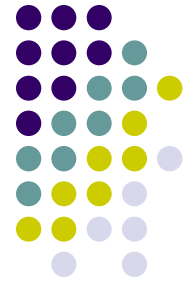


| Location Desc        | Job Desc                          | Grade  | New Level |
|----------------------|-----------------------------------|--------|-----------|
|                      |                                   |        |           |
|                      |                                   |        |           |
| Churchill            | Flight Service Station Specialist | FSS--2 | A         |
| Iles-de-la-Madeleine | Flight Service Station Specialist | FSS-2  | A         |
| Kuujuuaq             | Flight Service Station Specialist | FSS-2  | A         |
| Port Hardy           | Flight Service Station Specialist | FSS-2  | A         |
| Rankin Inlet         | Flight Service Station Specialist | FSS-2  | A         |
| Wabush               | Flight Service Station Specialist | FSS-2  | A         |

| Location Desc          | Job Desc                          | Grade  | New Level |
|------------------------|-----------------------------------|--------|-----------|
| Brandon                | Flight Service Station Specialist | FSS--2 | B         |
| Castlegar              | Flight Service Station Specialist | FSS-2  | B         |
| Churchill              | Team Supervisor FSS               | FSS-3  | B         |
| Cranbrook              | Flight Service Station Specialist | FSS--2 | B         |
| Fort Nelson            | Flight Service Station Specialist | FSS--2 | B         |
| Gander                 | Flight Service Station Specialist | FSS--2 | B         |
| Garson (Sudbury)       | Flight Service Station Specialist | FSS--3 | B         |
| Grimshaw (Peace River) | Flight Service Station Specialist | FSS--2 | B         |
| High Level             | Flight Service Station Specialist | FSS--2 | B         |
| Iles-de-la-Madeleine   | Team Supervisor FSS               | FSS-3  | B         |
| Inuvik                 | Flight Service Station Specialist | FSS--2 | B         |
| Iqaluit                | Flight Service Station Specialist | FSS--2 | B         |
| Kenora                 | Flight Service Station Specialist | FSS--3 | B         |
| Kingston               | Flight Service Station Specialist | FSS--3 | B         |



| Location Desc        | Job Desc                          | Grade  | New Level |
|----------------------|-----------------------------------|--------|-----------|
| Kuujuuaq             | Team Supervisor FSS               | FSS-3  | B         |
| La Ronge             | Flight Service Station Specialist | FSS--3 | B         |
| Lethbridge           | Flight Service Station Specialist | FSS--3 | B         |
| Lloydminster         | Flight Service Station Specialist | FSS-2  | B         |
| Medicine Hat         | Flight Service Station Specialist | FSS--2 | B         |
| Mirabel              | Flight Service Station Specialist | FSS--3 | B         |
| Norman Wells         | Flight Service Station Specialist | FSS--2 | B         |
| Port Hardy           | Team Supervisor FSS               | FSS-3  | B         |
| Prince Albert        | Flight Service Station Specialist | FSS--2 | B         |
| Prince Rupert        | Flight Service Station Specialist | FSS--3 | B         |
| Radisson (La Grande) | Flight Service Station Specialist | FSS--2 | B         |
| Rankin Inlet         | Team Supervisor FSS               | FSS-3  | B         |
| Regina               | Flight Service Station Specialist | FSS--3 | B         |
| Rouyn-Noranda        | Flight Service Station Specialist | FSS--3 | B         |
| Saint John           | Flight Service Station Specialist | FSS--2 | B         |

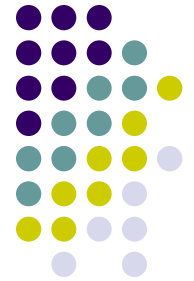




| Location Desc           | Job Desc                          | Grade  | New Level |
|-------------------------|-----------------------------------|--------|-----------|
| Saskatoon               | Flight Service Station Specialist | FSS--3 | B         |
| Sault Ste. Marie        | Flight Service Station Specialist | FSS--3 | B         |
| Smithers                | Flight Service Station Specialist | FSS-2  | B         |
| Terrace                 | Flight Service Station Specialist | FSS--3 | B         |
| Val-D'Or                | Flight Service Station Specialist | FSS--2 | B         |
| Virgil (St. Catharines) | Flight Service Station Specialist | FSS--3 | B         |
| Wabush                  | Team Supervisor FSS               | FSS-3  | B         |
| Whitecourt              | Flight Service Station Specialist | FSS--2 | B         |
| Williams Lake           | Flight Service Station Specialist | FSS--3 | B         |
| Yellowknife             | Flight Service Station Specialist | FSS--3 | B         |



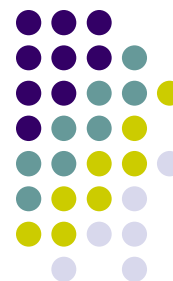
| Location Desc           | Job Desc                          | Grade  | New Level |
|-------------------------|-----------------------------------|--------|-----------|
| Brandon                 | Team Supervisor FSS               | FSS--3 | C         |
| Castlegar               | Team Supervisor FSS               | FSS--3 | C         |
| Charlottetown           | Flight Service Station Specialist | FSS--3 | C         |
| Cranbrook               | Team Supervisor FSS               | FSS--3 | C         |
| Deer Lake               | Flight Service Station Specialist | FSS--2 | C         |
| Fort Nelson             | Team Supervisor FSS               | FSS--3 | C         |
| Fort St. John           | Flight Service Station Specialist | FSS--3 | C         |
| Gander                  | Team Supervisor FSS               | FSS--3 | C         |
| Garson (Sudbury)        | Team Supervisor FSS               | FSS--4 | C         |
| Grimshaw (Peace River)  | Team Supervisor FSS               | FSS--3 | C         |
| High Level              | Team Supervisor FSS               | FSS--3 | C         |
| Inuvik                  | Team Supervisor FSS               | FSS--3 | C         |
| Iqaluit                 | Team Supervisor FSS               | FSS--3 | C         |
| Kenora                  | Team Supervisor FSS               | FSS--4 | C         |
| Kingston                | Team Supervisor FSS               | FSS--4 | C         |
| La Radisson (La Grande) | Team Supervisor FSS               | FSS--3 | C         |



| Location Desc               | Job Desc                          | Grade  | New Level |
|-----------------------------|-----------------------------------|--------|-----------|
| La Ronge                    | Team Supervisor FSS               | FSS--4 | C         |
| Lethbridge                  | Team Supervisor FSS               | FSS--4 | C         |
| Lloydminster                | Team Supervisor FSS               | FSS--3 | C         |
| Medicine Hat                | Team Supervisor FSS               | FSS--3 | C         |
| Mirabel                     | Team Supervisor FSS               | FSS--4 | C         |
| Mont-Joli                   | Flight Service Station Specialist | FSS--3 | C         |
| Norman Wells                | Team Supervisor FSS               | FSS--3 | C         |
| Prince Albert               | Team Supervisor FSS               | FSS--3 | C         |
| Prince Rupert               | Team Supervisor FSS               | FSS--4 | C         |
| Regina                      | Team Supervisor FSS               | FSS--4 | C         |
| Rouyn                       | Team Supervisor FSS               | FSS--4 | C         |
| Saint John                  | Team Supervisor FSS               | FSS--3 | C         |
| Saskatoon                   | Team Supervisor FSS               | FSS--4 | C         |
| Sault Ste. Marie            | Team Supervisor FSS               | FSS--4 | C         |
| Sioux Lookout               | Flight Service Station Specialist | FSS--3 | C         |
| Smithers                    | Team Supervisor FSS               | FSS--3 | C         |
| St. Virgil (St Catharines)s | Team Supervisor FSS               | FSS--4 | C         |
| Terrace                     | Team Supervisor FSS               | FSS--4 | C         |



| Location Desc  | Job Desc                                       | Grade  | New Level |
|----------------|--|--------|-----------|
| Thompson       | Flight Service Station Specialist              | FSS--3 | C         |
| Thunder Bay    | Flight Service Station Specialist              | FSS--3 | C         |
| Val-D'Or       | Team Supervisor FSS                            | FSS--3 | C         |
| Whitecourt     | Team Supervisor FSS                            | FSS--3 | C         |
| Williams Lake  | Team Supervisor FSS                            | FSS--4 | C         |
| Yellowknife    | Team Supervisor FSS                            | FSS--4 | C         |
|                |  |        |           |
| Campbell River | Flight Service Station Specialist              | FSS--3 | D         |
| Charlottetown  | Team Supervisor FSS                            | FSS--4 | D         |
| Deer Lake      | Team Supervisor FSS                            | FSS--3 | D         |
| Dorval         | Flight Service Specialist,<br>NOC Weather Desk | FSS--2 | D         |

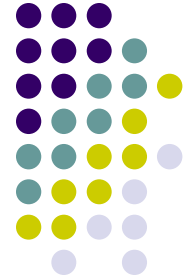


| Location Desc         | Job Desc                                       | Grade  | New Level |
|-----------------------|--|--------|-----------|
| Edmonton FIC          | FIC Specialist                                 | FSS--3 | D         |
| Enfield (Halifax) FIC | FIC Specialist                                 | FSS--3 | D         |
| Fort St. John         | Team Supervisor FSS                            | FSS--4 | D         |
| Gatineau              | Flight Service Station Specialist              | FSS--3 | D         |
| Grande Prairie        | Flight Service Station Specialist              | FSS--3 | D         |
| Kamloops              | FIC Specialist                                 | FSS--3 | D         |
| London FIC            | FIC Specialist                                 | FSS--3 | D         |
| Mont-Joli             | Team Supervisor FSS                            | FSS--4 | D         |
| North Bay ATS         | FIC Specialist                                 | FSS--3 | D         |
| Ottawa                | Flight Service Specialist,<br>NOC Weather Desk | FSS--2 | D         |
| Penticton             | Flight Service Station Specialist              | FSS--3 | D         |
| Quebec                | FIC Specialist                                 | FSS--3 | D         |
| Sioux Lookout         | Team Supervisor FSS                            | FSS--4 | D         |



| Location Desc | Job Desc                          | Grade  | New Level |
|---------------|-----------------------------------|--------|-----------|
| Thompson      | Team Supervisor FSS               | FSS--4 | D         |
| Thunder Bay   | Team Supervisor FSS               | FSS--4 | D         |
| Timmins       | Flight Service Station Specialist | FSS--3 | D         |
| Whitehorse    | FIC Specialist                    | FSS--3 | D         |
| Winnipeg FIC  | FIC Specialist                    | FSS--3 | D         |

|                       |                                   |        |   |
|-----------------------|-----------------------------------|--------|---|
| Cambell River         | Team Supervisor FSS               | FSS--4 | E |
| Cassidy (Nanaimo)     | Flight Service Station Specialist | FSS--3 | E |
| Cornwall              | Flight Service Station Instructor | FSS--4 | E |
| Edmonton FIC          | FIC Team Supervisor               | FSS--4 | E |
| Enfield (Halifax) FIC | FIC Team Supervisor               | FSS--4 | E |
| Gatineau              | Team Supervisor FSS               | FSS--4 | E |
| Grande Prairie        | Team Supervisor FSS               | FSS--4 | E |
| Kamloops              | Flight Service Station Specialist | FSS--3 | E |
| Kamloops              | FIC Team Supervisor               | FSS--4 | E |



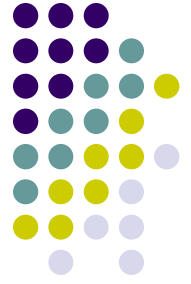
| Location Desc      | Job Desc                          | Grade  | New Level |
|--------------------|-----------------------------------|--------|-----------|
| London FIC         | FIC Team Supervisor               | FSS--4 | E         |
| North Bay ATS      | FIC Team Supervisor               | FSS--4 | E         |
| North Bay ATS      | Flight Service Station Specialist | FSS--3 | E         |
| Penhold (Red Deer) | Flight Service Station Specialist | FSS--3 | E         |
| Penticton          | Team Supervisor FSS               | FSS--4 | E         |
| Quebec             | FIC Team Supervisor               | FSS--4 | E         |
| Sept-Iles          | Flight Service Station Specialist | FSS--3 | E         |
| Timmins            | Team Supervisor FSS               | FSS--4 | E         |
| Victoria Harbour   | Flight Service Station Specialist | FSS--3 | E         |
| Whitehorse         | FIC Team Supervisor               | FSS--4 | E         |
| Winnipeg FIC       | FIC Team Supervisor               | FSS--4 | E         |



| Location Desc      | Job Desc                          | Grade  | New Level |
|--------------------|-----------------------------------|--------|-----------|
| Cassidy (Nanaimo)  | Team Supervisor FSS               | FSS--4 | F         |
| Dorval             | Airport Operations Specialist FSS | FSS--5 | F         |
| Edmonton           | Airport Operations Specialist FSS | FSS--5 | F         |
| Kamloops           | FSS Team Supervisor               | FSS--4 | F         |
| Mississauga        | Airport Operations Specialist FSS | FSS--5 | F         |
| North Bay ATS      | Team Supervisor FSS               | FSS--4 | F         |
| Dorval             | Regional FSS Training Specialist  | FSS--5 | F         |
| Edmonton           | Regional FSS Training Specialist  | FSS--5 | F         |
| Mississauga        | Regional FSS Training Specialist  | FSS--5 | F         |
| Riverview          | Regional FSS Training Specialist  | FSS--5 | F         |
| Vancouver Surrey   | Regional FSS Training Specialist  | FSS--5 | F         |
| Penhold (Red Deer) | Team Supervisor FSS               | FSS--4 | F         |
| Sept-Iles          | Team Supervisor FSS               | FSS--4 | F         |
| Vancouver Surrey   | Airport Operations Specialist FSS | FSS--5 | F         |
| Victoria Harbour   | Team Supervisor FSS               | FSS--4 | F         |

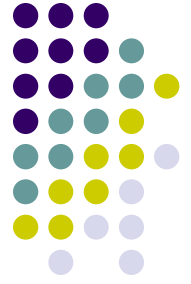


| Location Desc | Job Desc  | Grade   | New Level |
|---------------|---|---------|-----------|
| Cornwall      | FSS Course Maintenance Specialist                                 | FS S--6 | G         |
| Ottawa        | National Equipment & Systems Training Specialist - FSS            | FS S--6 | G         |
| Ottawa        | Operational Flight Service Support Specialist                     | FS S--6 | G         |
| Ottawa        | Weather Services Specialist                                       | FS S--6 | G         |
| Ottawa        | FSS Evaluations and Investigations Inspector                      | FS S--6 | G         |
| Ottawa        | Level of Service and Aeronautical Studies Analyst Flight Services | FS S--6 | G         |



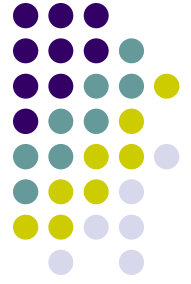
## Design Achievements

- System designed for this company and this bargaining unit
- Collaborative initiative
- 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



## Next Steps

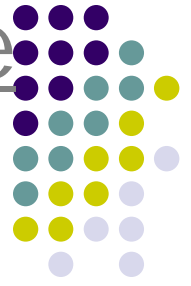
- Incumbents will receive individualized letters from their supervisors
  - Provides detail on the application of the new system to their position
  - Notice of the Challenge Process
- Documents available on CAW 2245 website or through the Classification Projects Office ([ncrga\\_cpo@navcanada.ca](mailto:ncrga_cpo@navcanada.ca))
  - Challenge Process Form (to submit an application)
  - Challenge Process Instructions
  - Job Evaluation System (JES) Document (the classification standard)
  - Outcome of Hodges arbitration respecting bargaining unit jobs and their evaluations



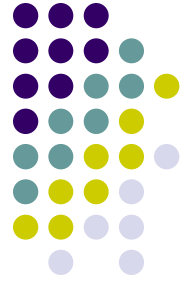
## Challenge Process

- 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 Towers Watson)
- 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 10, 2010

# Should I submit an application to the Challenge Process?

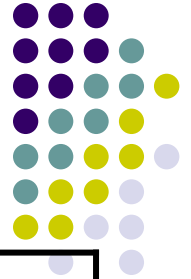


- Only you can answer this
- If you have a comfort in the process followed; the relativity outcomes (i.e., which jobs are in the same band as yours) maybe you don't go further
- If you think job information has been misunderstood or missed; disagree with the evaluation assessments and can provide job 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

| <b>Activity</b>  | <b>Target Date</b>      |
|--|-------------------------|
| Member & Manager Briefings                             | November 15-16, 2010    |
| Incumbent input to Manager for Challenge Process Stage | December 3 (COB), 2010  |
| Manager Input for Challenge Process                    | December 10 (COB), 2010 |
| Review of Challenge Process Applications               | December 14-16, 2010    |
| Approval of final results                              | December 23, 2010       |