



## **Classification Working Group Recommendations and Next Steps**

### **1. A brief history of the work:**

#### **a. Mandate:**

The current Working Group was formed in September 2012 and composed of 5 members selected by NAV CANADA and 5 members selected by CATCA. The specific mandate was composed of five parts:

1. Review the current/future benchmarks within the Deloitte model,
2. Receive an update on the 88s Study,
3. Review the STI as a measuring tool,
4. Recommend the most appropriate proxy for traffic/intensity,
5. Recommend a potential replacement for counting aircraft.

The Group concluded the work on this mandate in 2017 by:

1. Revising the criteria for the benchmarks/examples used during reviews,
2. Receiving a report on the measurement of 88s and including review of 88s data, and other non-conforming traffic, as part of the scoring matrix,
3. Recommending the elimination of the use of the STI in classification,
4. Developing a scoring matrix to evaluate elements of complexity of the work of a unit, replacing the counting of aircraft movements as the sole proxy for complexity.
5. (Same as 4).

In addition, the Working Group developed the scoring mechanism for the matrix, the content of a unit survey, the procedures and timelines for the review process, and various supporting documents, as well as identifying the data required for a review. The Group also tested and revised all elements of the new scoring mechanism.

#### **b. The timeline of the work:**

The Working Group met 9 times between September 2012 and April 2017. In addition, a sub-committee of 4 members was created in September 2015 to conduct design work and preliminary testing of possible models, as well as to resolve certain issues relating to the conversion of scores within the Deloitte model. This sub-committee met 5 times over 18 months. The final recommendations of the Working Group, and related materials, were delivered to NAV CANADA and CATCA in April 2017.

c. Composition of the Working Group:

CATCA Nominees	NAV CANADA Nominees
Mark Bernard – VR ACC	Bob Fiege – MACCO, EG ACC
Jerry Fry – EG Tower	Samy Ghobrial – Manager, On-The-Job Training, YZ ACC
Randy Hepner – WG ACC	Blair Miller – Manager, HZ and QM Towers
Gordon Howe – KZ Tower	Normand Richard – Manager, Standards, Proficiency, and Compliance, QM ACC
Jason Rose – YZ Tower	Debbie Powers – Manager, CATCA Classification

**2. The Existing Classification scheme:**

a. What has changed?

The counting of aircraft movements as the sole criterion for Deloitte Factors 2 and 3 has been replaced by a scoring matrix that reviews 10 elements of complexity in tower operations. Counting movements has also been replaced in Deloitte Factor 7 by a more general and subjective assessment based on the description in the Classification document.

b. What component is reviewable by whom?

The rating scores for Factors 2, 3, and 7 are now determined by the Working Group at semi-annual review meetings. The scores in Factors 1 and 5 are determined by the Manager, CATCA Classification in consultation with the Working Group. The remaining 3 Factors are fixed scores for operational controllers and not currently subject to review.

**3. Going forward:**

a. The salary grade of each tower will be reviewed once every 4 years, which means that 9 or 10 towers will be reviewed each year. 4 or 5 towers will be reviewed in April and another 4 or 5 in September of each year. Should there be substantial changes in the operations at a unit in between reviews that merit more immediate review, the unit can make a request for review in the current year jointly to the President of CATCA and the Vice-President, Labour Relations, NAV CANADA.

b. The review process and timelines:

- i. 9 – 10 units will be selected each year, as per the four-year review plan, for review of the salary classification of the units. The Working Group will assign 2 Review Coordinators, one from among the NAV CANADA members and one from the CATCA members. They will co-ordinate the requests for information and act as the contact people for the unit under review.

- ii. The review process will start with a unit survey that is sent out to the unit to be completed and returned. The unit survey asks questions on the areas of unit operations relevant to assessing the complexity of the work conducted. In addition, the Working Group will request data from Operational Analysis, DVL and WARP files as necessary, CFS and CAP charts, and other relevant information.
- iii. After receiving and reviewing the requested information the Review Coordinators will arrange a visit to the unit under review. The purpose of the unit visit is to meet with the management and staff of the unit and provide another opportunity for the unit to present their case and answer any questions related to the information already obtained.
- iv. The Working Group will meet twice a year, in the first week of April and the last week of September, to consider all the information acquired and conduct the review of the unit classification under the revised Deloitte framework. The decision of the Group will be communicated to the Vice-President, Labour Relations, NAV CANADA and the President, CATCA, for confirmation. The final decision will then be communicated to the unit.

#### **4. Contact information:**

- CATCA – Gordon Howe, CATCA Classification Analyst ([howeg@navcanada.ca](mailto:howeg@navcanada.ca))
- NAV CANADA – Debbie Powers, Manager, CATCA Classification ([PowersD@navcanada.ca](mailto:PowersD@navcanada.ca))

#### **5. Frequently asked questions:**

##### ***a. Do movements count?***

No and yes. No, since counting movements as the sole proxy for complexity has been removed from the classification system, and there are no hard targets or thresholds for movements. Yes, since the Working Group still reviews traffic levels, but only in relative terms. The Group considers that traffic levels are not in themselves a measure of complexity but do act as a magnifier of the complexity created by other factors such as composition of traffic, airport layout, airspace configuration, and ground traffic.

##### ***b. When will my unit be reviewed?***

In the normal course your unit would be reviewed once every four years. If there are significant changes to the operations that would merit review prior to the scheduled review, the unit may make a request to the Vice-President, Labour Relations, and the President, CATCA, for an accelerated review. The two parties will then decide whether the accelerated review should take place or whether the unit should wait until the scheduled review.

##### ***c. What information does my unit have to provide?***

The Working Group will advise the unit as to what information is required. This will initially come in the form of the unit survey, which is a standard questionnaire soliciting information in various aspects of a unit's operations. The unit visit will provide further opportunity to solicit information from the unit. In all cases units will be informed as to what information to provide.

*d. Who is conducting the reviews?*

The Classification Working Group is composed of five controllers nominated by CATCA and five managers nominated by NAV CANADA. This Group will complete all reviews under Factors 2 (Communications), 3 (Problem Solving), and 7 (Physical, Visual, Auditory, and Concentration Demands) in the Deloitte classification system. The Manager, CATCA Classification, will conduct the review of Factors 1 (Knowledge) and 5 (Impact) in consultation with the Working Group. The remaining Factors each have a single assigned score for controllers performing control duties and thus are not subject to review.

*e. Can my unit go up or down a grade?*

Yes. The salary grade of the unit might move up or move down.

*f. Will my unit always move a grade after review?*

No. The salary grade of the unit may move up, move down, or remain unchanged, based on the review. The expectation is that, absent any significant changes either positive or negative in unit operations, units will generally not change grades.

*g. Is this a new classification system?*

No. The Working Group has replaced the counting of aircraft movements as the sole criterion in Factors 2, 3, and 7 in the Deloitte classification system, but the basic structure of the system is still in place. The new process is a modification of the original Deloitte plan which continues to work within the original structure.

*h. Why are these changes taking place?*

The Deloitte classification system has encountered some inconsistencies that need to be resolved, including some discrepancies in the recorded movement data in the past. Also, it is the considered opinion of the Working Group that simply counting aircraft movements and ranking them according to fixed thresholds does not properly reflect the complexity of a unit's operations or establish appropriate relativities between units, and that other criteria can and should be used instead.