

# NAV CANADA and CATCA CAW 5454

Classification Review  
Final Report  
September 7, 2005



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## Project Background and Scope (Completed by Deloitte Inc.)

- NAV CANADA is a private corporation that owns and operates Canada’s civil air navigation service and is responsible for its safety and efficiency. NAV CANADA provides the following services:
  - Air traffic control;
  - Flight information;
  - Weather briefings;
  - Airport advisory services;
  - Aeronautical information services; and,
  - Electronic aids to navigation.
- NAV CANADA employs 5,400 employees of which approximately 2,000+ are represented by the Canadian Air Traffic Control Association (CATCA, CAW Local 5454).
- Given the unique nature of air traffic control work, and the strategic importance of air traffic control expertise to the airline industry, optimal methods for measuring, valuing and compensating related skill sets are of critical importance to NAV CANADA and CATCA, CAW Local 5454.
- In May of 2003, the Outhouse Mediation report directed the parties to select and implement a third party methodology and solution for the purposes of classification (as the foundation for negotiating compensation).
- As a result of the Outhouse Report and the related settlement agreement between NAV CANADA and CATCA, CAW local 5454, the parties engaged Deloitte to:
  - Develop a classification standard and enabling methodologies;
  - Address the unique nature of air traffic control workload and how it can be integrated into a classification solution;
  - Assist and manage the process and approach required for successful solution development; and,
  - Identify and develop enabling administrative protocols and practices.
- In developing a new classification methodology, a number of key issues were identified that needed to be addressed, including:
  - the need to balance system/methodology simplicity (for purposes of understanding, communication and application) with the need to provide a framework which captures, recognizes and rewards a variety of differences in the nature of work across the bargaining unit (e.g. complexity, volume, control and non-control);
  - a tool/methodology that will be flexible and responsive to changes within NAV Canada’s operating environment (e.g. “glass ceilings”);
  - clarifying the nature and purpose of the Operation Facility Premium (OFP) and effectively integrating workload measures into classification system design;

- the need to develop a system that can be effectively supported through objective and rigorous measurement; and,
- the need to ensure alignment with other core HR policies and practices such as career planning and succession management.

## **Work Undertaken** (Completed by Deloitte Inc.)

- Over the course of seven months (March 2004 – November 2004) the following key activities were undertaken:
  - Interviews with both NAV Canada and CATCA, CAW 5454 representatives.
  - Regional site visits were conducted at 25 locations.
  - Developed and administered a communications strategy (web-site and updates).
  - Undertook international comparative research with respect to classification plan design in other national jurisdictions.
  - Developed and administered a Position Description Questionnaire (PDQ) for the purposes of gathering job content.
  - Provided education/training sessions in support of PDQ completion (formal sessions and on-going support, as required).
  - Conducted a number of working sessions with a joint Union/Management Steering Committee for the purposes of presenting findings and developing a new job evaluation tool.
  - Draft report prepared by Deloitte Touche

## Classification Framework (Completed by Deloitte Inc.)

- There are a number of approaches to developing a classification framework that provides the basis for a base salary framework. While a number of approaches were considered, it was Deloitte’s recommendation that a weighted point-factor system be adopted.
- This recommendation was based on the following rationale:
  - accepted and recognized approach to classification;
  - provides for both internal equity as well as ensuring pay equity compliance;
  - selected factors common to all jobs;
  - factor able to generate a continuum of levels; and,
  - factors designed in such a way to avoid double-counting (e.g., measuring the same factor twice).
- A weighted point factor system also allowed for inclusion of “workload” measures and effectively measured the nature of both control and non-control work, as well as supervisory and non-supervisory work.
- While a weighted point factor system would easily accommodate a workload or volume dimension (i.e. traffic), given that volume is not relevant to non-control positions, Deloitte recommended that a workload measurement be considered outside the core Job Evaluation (JE) system. Not only does this approach accommodate the differences between control and non-control positions, but given change management considerations, continuity with an OFP-like measurement was viewed as essential to acceptance by the CATCA, CAW 5454 membership.
- Additional design criteria included:
  - Addresses Outhouse concerns
  - Flexibility
  - One system
  - Cost (desire for neutrality)
- Five conceptual options were presented for consideration.

Number of JE Systems <sup>(1)</sup>	No Premiums	Premiums <sup>(2)</sup>
None		Option 3
Single	Option 1	Option 4
Multiple	Option 2	Option 5

<sup>(1)</sup> Type of JE system could include point factor, whole job ranking, and modified point factor.

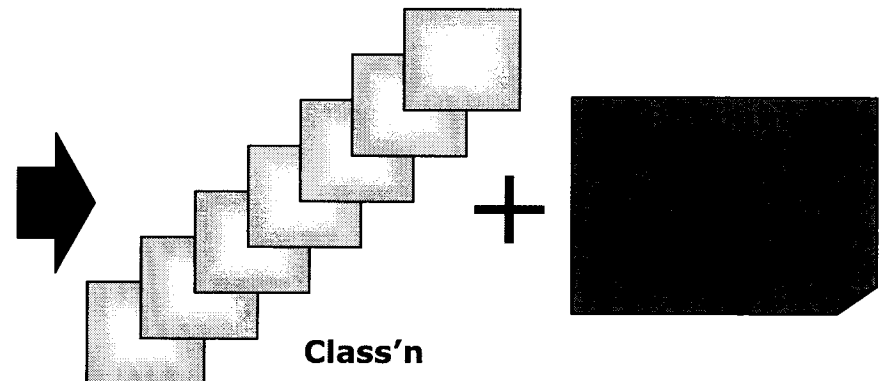
<sup>(2)</sup> Type, mix and weightings of premium options needs to be examined.

- Each of the various options were tested using a selection of positions including a range of Towers, positions within the ACCs and a number of non-control positions. Please see Appendix A for a list of testing sample positions.
- Option 4, a single JE system applicable to all positions (control and non-control) with a premium for live control positions was selected. (EXHIBIT I) There are several advantages to this option, including:
  - Simplicity in design and administration;
  - Complies with mediators report;
  - Meets pay equity; and,
  - Premium provides additional flexibility to recognize unique features of live controllership.

**EXHIBIT I**

**JE System**

FACTORS	CATEGORY			
	Skill	Effort	Responsibility	Working Conditions
Knowledge	X			
Interpersonal Skills	X			
Physical, Visual and Auditory Demands		X		
Complexity		X		
Accountability/Decision Making			X	
Impact			X	
Development and Leadership of Others			X	
Environmental Working Conditions				X



## Job Evaluation (JE) System (Completed by Deloitte Inc.)

- In developing a weighted point-factor system, Deloitte’s proprietary job evaluation tool was used and tailored to reflect the unique operating environment of the CACTA, CAW 5454 bargaining unit work (selection and definition of factors as well as weightings). Exhibit II provides an overview of the selected factors, weightings and their relationship to the key elements of job evaluation – skill, effort, responsibility and working conditions. Exhibit III provides a profile of the points related to each of the factors and the various levels within each factor.

### EXHIBIT II – FACTOR WEIGHTINGS

FACTORS	WEIGHTINGS	CATEGORY			
		SKILL	EFFORT	RESPONSIBILITY	WORKING CONDITIONS
Knowledge	20%	X			
Communications and Interpersonal Skills	10%	X			
Physical, Visual, Auditory & Concentration Demands	10%		X		
Problem Solving & Complexity	15%		X		
Decision Making	10%			X	
Impact	25%			X	
Leadership & Development of Others	5%			X	
Environmental Working Conditions	5%				X



- Typically the weights associated with each factor should reflect the general essence of the organization (e.g., its strategic value-added). Since CATCA, CAW 5454 is responsible for providing civil air navigation services across the country, “Impact” was deemed to be one of the most important factors in the job evaluation system and therefore has been weighted accordingly. “Knowledge” was also considered to be a very important job evaluation factor and this too is reflected in the weighting.

**EXHIBIT III – POINT BREAKDOWN**

Factor	DEGREE					Weighting	Total Points Available
	1	2	3	4	5		
Knowledge	60	120	180	240	300	20.0%	300
Communications and Interpersonal Skills	30	60	90	120	150	10.0%	150
Problem Solving and Complexity	45	90	135	180	225	15.0%	225
Decision Making	38	75	113	150		10.0%	150
Impact	75	150	225	300	375	25.0%	375
Leadership & Development of Others	19	38	56	75		5.0%	75
Physical, Visual, Auditory and Concentration Demands	30	60	90	120	150	10.0%	150
Environmental Working Conditions	19	38	56	75		5.0%	75
						<b>100%</b>	<b>1500</b>

# FACTOR 1 – KNOWLEDGE

## Definition

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

Please note that this factor does not measure the employee's actual educational or experiential credentials. Rather, it focuses on the minimum level of skills, knowledge and expertise necessary to prepare an individual for the job. 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
- Knowledge of Services
- Health and Safety Knowledge
- Knowledge of Administrative Procedures
- Mathematical Skill
- Technical/Operational Knowledge
- Policy Knowledge
- Legislative Knowledge

## Application Guidelines

ACC positions (for purposes of operational control) are awarded a degree 4. Positions requiring VFR control knowledge may be awarded level 1 through 4, depending on the complexity of the operating environment (however, benchmarks may be used to guide decisions with respect to this factor). The position of DSC is rated degree 4.

In determining the appropriate degree, the context of the operating environment should be taken into account (i.e., a more "complex" environment has a greater knowledge requirement). Considerations in this regard may include the mix of aircraft, runway configuration, airspace, etc. 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 (i.e., there may be differences between supervisory roles based on the context in which they operate).

DEGREE	FACTOR DESCRIPTION
1	Knowledge of a limited number of work methods, processes, approaches and tools/equipment, that are applied in a somewhat consistent or routine set of situations/circumstances, requiring a limited degree of analysis/interpretation. There is limited requirement to have knowledge of the work of others to do one's job.
2	Knowledge of a moderate number of work methods, processes, approaches and tools/equipment that are applied in a moderately diverse set of situations/circumstances. There is a requirement to undertake interpretation. The work requires some knowledge of the work of others in order to understand closely linked activities/processes. <b>BENCHMARKS: Gander Tower, Moncton Tower</b>
3	Knowledge of a moderate number of work methods, processes, approaches and tools/equipment that are applied in a diverse set of situations/circumstances, requiring on-going analysis. Work requires knowledge of the work of others in order to understand closely linked activities/processes. <b>BENCHMARKS: Victoria Tower, Ottawa Tower</b>
4	Knowledge of a number of work methods, process and approaches in addition to a specialized knowledge in a business, administrative, operational or technical discipline, applied in a complex environment. Based on job content, work processes and knowledge, an ability to coordinate and integrate one's own work with others. <b>BENCHMARKS: ACC Controllers, Calgary Tower, DSC</b>
5	Specialized knowledge of, and ability to, interpret and adapt concepts and methods to practical situations that involve problem definition and solution development. Practical knowledge of a business, administrative, operational or technical field which involves the use of specialized, complex techniques or methodologies. There is a focus on the application of knowledge and expertise to deal with problems anticipated or encountered. There is a knowledge requirement to thoroughly understand the activities and processes used by others for the purpose of effective solution implementation. <b>BENCHMARKS: Systems Specialist (TSC), Airspace &amp; Procedures Specialist (HQ)</b>

## **Factor 2 – Communications/Interpersonal Skills**

### **Definition**

This factor measures the job requirements for using communications/interpersonal skills. It considers the complexity and frequency of different communication behaviours, the purpose for interaction, and the situations in which contact occurs. This factor covers a broad spectrum of interpersonal skills ranging from exchanging information, to listening, to negotiating and buying or selling. Although certainly not exhaustive, other interpersonal skills might include helping, advising, counseling, presenting and directing. Given the breadth of situations in which interpersonal skills can be applied, particular attention should be paid to the purpose for interaction, the context and the frequency.

All forms of interpersonal contact should be considered, 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.

### **Application Guidelines**

In determining the appropriate degree, the context or operating environment should be taken into consideration. For example, increasing levels of coordination, “hand-offs,” the need to balance “listening/talking” (competing and simultaneous), processing information in order to respond, are viewed as impacting the required communication skills. It is also important to consider “relativities” across positions in assessing and determining ratings.

While the previous factor does not include a consideration of additional knowledge requirements for supervisory positions (assessed under Leadership and Development of Others), given the unique nature of communications skills to supervisory roles, additional supervisory-based communications skills are assessed and recognized under this factor.

Please note that volume was used as a reference point for determining degree ratings for operational controllers as follows:

- 1 for less than 100,000 movements based on a 3 year average
- 2 for 100,000 to 150,000 movements based on a 3 year average
- 3 for more than 150,000 movements based on a 3 year average

DEGREE	FACTOR DESCRIPTION
1	<p>Communications are of limited difficulty. The need for and degree of interpersonal skill is limited as interactions involve dealing with limited stressful situations and a limited degree of coordination with others. The range of issues/situations that are dealt with are narrow in scope.</p> <p><b>BENCHMARKS: Oshawa Tower, Yellowknife Tower</b></p>
2	<p>Communications are of moderate difficulty given a requirement to coordinate some activities and/or processes involving two or more people. The range of issues/situations that are dealt with are narrow in scope.</p> <p><b>BENCHMARKS: Springbank Tower, Jean Lesage Tower</b></p>
3	<p>Communications are difficult given the need for a high degree of coordination across a number of activities/processes and people. The range of issues/situations that are dealt with are generally narrow in scope.</p> <p><b>BENCHMARKS: ACC Controllers, Vancouver Tower</b></p>
4	<p>The job requires well-developed and diverse interpersonal skills for dealing with a range of situations. The work requires the ability to explain ideas or concepts. Tact and diplomacy are required in order to secure information that may not be easily acquired and/or to explain complex ideas or concepts in order to gain the agreement of others.</p> <p><b>BENCHMARKS: DSC, ACC Team Supervisors, TMU</b></p>
5	<p>The job requires well-developed and diverse interpersonal skills for dealing with a range of situations. Contact with others involves complex, detailed or sensitive situations. The job requires a high degree of interpersonal skills to deal with a range of contentious situations. The work requires the ability to explain complex ideas or concepts in order to resolve conflicts and/or reach consensus in contentious situations.</p> <p><b>BENCHMARKS: Systems Specialist (TSC), Airspace &amp; Procedures Specialist (HQ)</b></p>

## Factor 3 - Problem Solving and Complexity

### Definition

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

- Analysis and Interpretation Required for Problem and Solution Definition;
- Creativity
- Variety of Tasks (Multi-Tasking)
- Mental Challenge
- Degree of Job Structure
- Planning Activities
- Need to Work Cross-Functionally

### Application Guidelines

Given that volume is a key element in determining the nature, complexity and frequency of problem solving, consideration has been given to volume within this factor, in a relative sense – that is, busier environments are deemed to be more complex.

Given that Controllers must follow detailed and prescriptive policies and procedures, a degree 3 is the highest awarded. The table below was used for operational positions:

VALUE	3YR AVG MOVEMENTS
1	LESS THAN 70,000
1	70,000 TO 130,000 SIMILAR AIRCRAFT TYPES
2	70,000 TO 130,000 VARIABLE AIRCRAFT TYPES
2	130,000 TO 190,000
2	MORE THAN 190,000 SIMILAR AIRCRAFT TYPES
3	MORE THAN 190,000 VARIABLE AIRCRAFT TYPES

Degrees 4 and 5 are generally used for positions that operate with a lesser degree of regulation and job structure.

Although it is recognized that problem solving and complexity are different between Controllers and Supervisors, they are deemed to be equivalent. As a result, Controllers and Supervisors working in the same facility generally receive the same rating on this factor.

Please note that while elements such as airport configuration, airspace configuration, runway configuration, aircraft mix, weather, etc., were considered, it is concluded that the aggregate of these elements does not differentiate one facility from another.

DEGREE	FACTOR DESCRIPTION
1	<p>Problems/challenges can be resolved by using established methods and procedures requiring limited interpretation. The context/environment in which challenges occur is routine, with a limited number of factors.</p> <p><b>BENCHMARKS: Gander Tower, Regina Tower</b></p>
2	<p>Problems/challenges can be resolved by using established methods and procedures requiring some interpretation and analysis. The context/environment in which challenges occur requires consideration of a moderate number of factors.</p> <p><b>BENCHMARKS: Victoria Tower, Springbank Tower</b></p>
3	<p>Most problems/challenges can be resolved by using established methods and procedures requiring some interpretation and analysis. The context in which challenges occur require consideration of a significant number of factors.</p> <p><b>BENCHMARKS: ACC Controllers, Calgary Tower, Pierre Elliott Trudeau Tower</b></p>
4	<p>There are a limited number of established procedures and/or practices that can be leveraged in order to solve problems. As a result, the job requires a significant degree of creativity in order to create solutions and resolve problems. The range of problems dealt with is moderate in scope. Work requires discretion and judgment to define problems, collect information, establish facts and form valid solutions.</p> <p><b>BENCHMARKS: UPS, VFR Instructor</b></p>
5	<p>There are few, and in some cases, no established procedures and/or practices that can be leveraged in order to solve problems. As a result, the job requires a significant degree of creativity in order to create solutions and resolve problems. The range of problems dealt with is very broad in scope. A high degree of discretion and judgment must be used to make decisions, develop recommendations and translate goals into specific actions and operational solutions.</p> <p><b>BENCHMARKS: Systems Specialist (TSC), Airspace &amp; Procedures Specialist (HQ)</b></p>

## **Factor 4 - Decision Making**

### **Definition**

Measures the level of accountability and decision-making associated with the position. Characteristics to be considered include:

- Financial Resources
- Products and Inventories
- Supplies
- Equipment, Machinery and Vehicles
- Property and Possessions
- Other Items or Assets
- Building and Facilities
- Level of Work Review or Supervision Received
- Discretion and Independence of Action
- Overall Accountability Given the Nature of the Work

### **Application Guidelines**

Given the structured nature of air traffic control, a degree 2 is awarded to all Controllers. While policies must be adhered to, it is also recognized that Controllers make decisions with respect to priority and sequencing (within safety standards) and that each Controller is fully, and legally accountable for their work.

Supervisors rated one degree higher than supervised staff.



DEGREE	FACTOR DESCRIPTION
1	<p>Work is controlled through the occasional 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. Typically at this degree there is a requirement to provide advice.</p>
2	<p>Finished work results are evaluated for compliance with technical standards, appropriateness, and conformity to organizational policy. Receiving general direction regarding work responsibilities, discretion and judgment must be exercised in interpreting and applying/following rules and guidelines. Typically at this degree there is a requirement to make decisions within prescribed guidelines, procedures and protocols.</p> <p><b>BENCHMARKS: Operational Controllers</b></p>
3	<p>Work is evaluated relative to overall organizational policy in terms of feasibility, compatibility and effectiveness. Receiving nominal direction regarding work responsibilities, discretion and judgment must be exercised in translating organizational goals into specific objectives. Leads/initiates and directs activities fully impacting on a process, function, or department. Typically at this degree there is a need to make some decisions outside of prescribed guidelines, procedures and protocols, therefore, requiring more decision making judgment and discretion than found at degree 2.</p> <p><b>BENCHMARKS: UOS, DSC, Air Traffic Management Specialists</b></p>
4	<p>Work results are considered technically authoritative and are evaluated relative to general organizational policy in terms of feasibility, compatibility and effectiveness. Under general direction, incumbents use their own judgment and ingenuity to develop and interpret organizational goals and guidelines. Responsible for initiating, directing and monitoring activities impacting on a functional area or core process. Typically at this degree there is the requirement to oversee the decisions of others.</p> <p><b>BENCHMARKS: Systems Specialist (TSC), Airspace &amp; Procedures Specialist (HQ)</b></p>

## Factor 5 - Impact

### Definition

Measures the potential problems and solutions a position can create or resolve as a result of providing information, guidance, advice, recommendations and/or decisions. This factor is to be assessed both in the context of “consequence of errors” as well as the positive impact of performance. Characteristics to consider include:

- Span of Effect (“Ripple Effect”)
- Impact on the Organization Overall
- Employee Morale
- Public Image
- Financial Effects
- Impact on the Community
- Impact on Safety

### Application Guidelines

The use of the words "and/or" between parts of the various descriptions is important to note, since they signify that not all parts of the description need be present for credit to be given, as long as one or more can be impacted as a result of decision making in the position.

All ACC Controllers rated degree 5.

On this factor, operational Controllers do not rate less than degree 3.

DEGREE	FACTOR DESCRIPTION
1	Work results are limited to one's immediate work area and are not organization-wide. Work and methods are highly controlled by monitoring accuracy, adequacy or adherence to procedures and protocols. Errors might normally result in (a) the loss of one's own and other's time to correct the error, and/or (b) limited safety impacts, damage, waste or financial loss, and/or (c) have an effect on the morale of other employees.
2	The work has a limited impact on services and results and its effects are often felt across core processes and practices within the organization and indirectly outside the organization. Defined standards, policies and directives serve to mitigate errors. Peer/supervisory review and process standards provide for quality control. <b>BENCHMARKS: Systems Specialist (TSC), Airspace &amp; Procedures Specialist (HQ)</b>
3	The work has a moderate impact on services and results, with a limited effect outside the organization. Defined standards, policies and directives mitigate errors. Errors may result in a loss of time to correct and/or damage, waste, cost or loss and/or reduction in employee morale, productivity, compromise in the integrity of information, injury or increased health risk to employees and the public, and/or damage to the organization's public image. <b>BENCHMARKS: Gander Tower, Boundary Bay Tower</b>
4	The work has a moderate impact on services and results, with a moderate effect outside the organization. Defined standards, policies and directives mitigate errors. Errors may result in a loss of time to correct and/or damage, waste, cost or loss and/or reduction in employee morale, productivity, compromise in the integrity of information, injury or increased health risk to employees and the public, and/or damage to the organization's public image. <b>BENCHMARKS: Victoria Tower, Winnipeg Tower</b>
5	The work has a significant impact on services and results and its effects are felt outside the organization. Defined standards, policies and directives mitigate errors. Despite the provision of risk-management protocols, impacts may include significant cost to correct, adverse impact on the morale and productivity of large groups of employees and severely undermine the integrity of large volumes of information. It may also result in injuries or increased health risks to employees and the public, or cause considerable damage to the organization's public image. <b>BENCHMARKS: ACC Controllers, Vancouver Tower, Toronto Tower</b>

## Factor 6 - Leadership and Development of Others

### Definition

This factor measures the accountability and responsibility for human resources. It also 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 training
- Providing on-the-job guidance, direction, and assistance
- Providing feedback
- Checking or reviewing work
- Scheduling, organizing and coordinating work
- Assessing performance
- Handling discipline problems
- Longer-term employee development
- Building morale and employee relations
- Acting as a role model or mentor

This factor includes the direct and indirect supervision of employees. Consideration should also be given to situations where there is a responsibility for some aspect of a “team” (e.g., facilitating, coordinating, or directing the work of a functional or project-specific team).

DEGREE		FACTOR DESCRIPTION
1	No Supervision	<p>There is no requirement for the provision of formal guidance or supervision to others. However, there may be a requirement to provide orientation or on-the-job training to new co-workers/peers on same job.</p> <p><b>BENCHMARKS: Operational Controllers</b></p>
2	Guidance	<p>The job does not have formal or official supervisory responsibilities. However, there is an expectation to provide regular and on-going guidance/training to others.</p> <p><b>BENCHMARKS: DSC, VFR Instructor</b></p>
3	Direction	<p>The job requires some accountability for scheduling, assigning or coordinating work. Employees check the quality of work and provide guidance, instruction, training and direction to others. Although the job does not require formal or official supervisory responsibility, the incumbent serves as group leader/project lead or acts in an informal “assistant supervisory” or “lead hand” role. In addition, the employee may be expected to provide information or suggestions on human resource matters.</p> <p><b>BENCHMARKS: IFR Regional Training Instructor</b></p>
4	Group Responsibility	<p>The job requires direct accountability for a homogeneous work group or unit. Job duties include the full range of supervisory activities such as training, assigning, monitoring and assessing work, etc.</p> <p><b>BENCHMARKS: Team Supervisors, UOS</b></p>

## Factor 7 - Physical, Visual, Auditory and Concentration Demands

### Definition

Measures the degree of effort (physical, visual, auditory and concentration) required in terms of intensity and frequency. Characteristics to be considered include:

Physical demands

Visual concentration and strain

Auditory concentration and strain

Other sensory concentration

Need for exact results and precision

Intensity and unusual attentiveness

### Application Guidelines

Supervisors and UOSs to be rated one degree lower than applicable staff but not lower than a 3.

Operational Controllers are rated at degree 3, 4, or 5. In this regard, the following scale is to be applied:

<b>3 YEAR AVERAGE STI MULTIPLIED BY 3 YEAR AVERAGE MOVEMENTS</b>	<b>DEGREE</b>
LESS THAN 50,000	3
BETWEEN 50,000 AND 130,000	4
MORE THAN 130,000	5

FACTOR DESCRIPTION	Infrequent to Regular	Frequent to Continuous
<p>The job requires a limited amount of physical, visual, and auditory exertion. The degree of physical, visual and auditory strain produced on the job is somewhat taxing, but does not usually produce fatigue or require periods of rest. Freedom of movement exists, and the job does not confine the employee to a prescribed body posture. Work involves some alertness and concentration to complete job tasks. There are no unusual sensory demands or job requirements for vigilance. Employees control their own pace of work, and usually there are no significant time pressures to finish specific job tasks. The effect of interruptions on job results is minor.</p>	1	1
<p>The job requires a moderate amount of physical, visual, and auditory exertion. The degree of physical, visual and auditory strain produced on the job is moderately taxing and is fatiguing. Work could involve a considerable amount of walking, standing, a confining or tiring work position, or constant periods of sitting in one position where freedom does not exist to walk about. Work involves a moderate degree of alertness and concentration to complete job tasks. There are some sensory demands or job requirements for unusual vigilance or attentiveness. Employees usually control their own work pace; however, there may be multiple demands and/or some time pressures to finish specific job tasks. The effect of interruptions on job results is moderate.</p>	2	3
<p>The job requires a high amount of physical, visual, and auditory exertion. The degree of physical, visual and auditory strain produced on the job is high and results in fatigue and requires periods of rest. Work involves a high degree of alertness and concentration to complete job tasks. There are significant sensory demands or job requirements for vigilance and attentiveness. Employees do not always control their own work pace, and there are multiple demands and tight time pressures to finish specific job tasks. The effect of interruptions on job results is significant.</p>	3	4
<p>The job requires an extremely significant amount of physical, visual, and auditory exertion. The degree of physical, visual and auditory strain produced on the job is high and results in considerable fatigue and requires periods of rest. Work involves a high degree of alertness and concentration to complete job tasks. There are extremely significant sensory demands or job requirements for vigilance and attentiveness. Employees do not always control their own pace of work, and there are significant multiple demands and very tight time pressures to finish specific job tasks. The effect of ongoing interruptions on job results is very critical.</p>	4	5

## Factor 8 - Environmental Working Conditions

### Definition

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
- Frequent travel

### Application Guidelines

All office-based positions are rated degree 1.

All operational positions are rated degree 2.

Where there is an extensive requirement to travel, a degree 3 is awarded.

Intensity Scale	FACTOR DESCRIPTION	DEGREE
Does Not Apply (or is very incidental)	Agreeable work environment. No adverse environmental conditions. <b>BENCHMARKS: Airspace &amp; Procedures Specialist, UPS</b>	1
Limited Adverse Conditions	Exposure to some undesirable or unpleasant environmental conditions. <b>BENCHMARKS: Operational Controllers</b>	2
Moderately Adverse Conditions	Exposure to moderately adverse and undesirable environmental conditions. <b>BENCHMARKS: Systems Specialist (TSC)</b>	3
Adverse Conditions	Exposure to adverse and undesirable environmental conditions where precautions/adjustments must be taken.	4



## Job Evaluation (JE) Values and Classification Levels

- A point-factor job evaluation system determines the relative value of jobs within an organization. This hierarchy of jobs, and corresponding points, is then divided into core organizational levels/classification bands.
- Where applicable the latest 3 year averages of movement data & STI values are used in calculating the appropriate factor (2001-2003 were used for this report)
- These bands represent significant role or positional clusters of job value. Key design criteria considerations include the need for:
  - a practical number of bands
  - point bands that are consistent (for example, 100 points each);
  - key relativities within the organization should be maintained (for example, Team Supervisors or UOSs should be one band higher than those positions they supervise and not in the same band)
- The parties agree that the banding of JE values is every hundred points starting at 585. Therefore the ATC levels are as follows:

<b>LEVEL</b>	<b>ATC 1</b>	<b>ATC 2</b>	<b>ATC 3</b>	<b>ATC 4</b>	<b>ATC 5</b>	<b>ATC 6</b>	<b>ATC 7</b>
<b>JE Point Band</b>	585-684	685-784	785-884	885-984	985-1084	1085-1184	1185-1284

## Job Evaluation System – Results

Position	Factor								Total Points	ATC LEVEL
	Knowledge	Comm	PS & Complexity	Decision Making	Impact	Leadership	PVAC Demands	Environment		
ACC Team Supervisors	4	4	3	3	5	4	4	2	1215	7
Team Supervisor, Toronto Tower	4	4	3	3	5	4	4	2	1215	
Team Supervisor, Vancouver Tower	4	4	3	3	5	4	4	2	1215	
Team Supervisor, Automation Specialist (NCTI)	5	4	5	4	3	4	3	1	1204	
Systems Specialist (TSC)	5	5	5	4	2	3	2	3	1148	6
Air Traffic Flow Management (NOC)	4	5	4	4	3	2	4	2	1140	
Team Supervisor, Calgary International Tower	4	4	3	3	4	4	4	2	1140	
Team Supervisor, Montreal (Trudeau)	4	4	3	3	4	4	4	2	1140	
Automation Specialist (NCTI)	5	4	4	4	3	3	3	1	1140	
UPS, Edmonton and Gander	5	5	4	3	4	1	2	1	1140	
Team Supervisor, Air Traffic Management Specialist (fast-time/real-time simulation)	5	4	5	4	2	4	3	1	1129	
ACC Controllers	4	3	3	2	5	1	5	2	1121	
Toronto Tower	4	3	3	2	5	1	5	2	1121	
Vancouver Tower	4	3	3	2	5	1	5	2	1121	
DSC	4	4	4	3	4	2	3	2	1118	
Airspace and Procedures Specialist	5	5	5	4	2	3	2	1	1110	
Course Maintenance Specialist (NCTI)	5	4	4	3	3	3	2	2	1091	
ACC - IFR Program Specialist (Regional Training Instructor)	5	4	4	3	3	3	2	1	1073	5
Policy and Standards Specialist	5	5	4	4	2	2	2	2	1065	

Safety and Investigations Specialist	5	4	5	4	2	2	2	1	1061	
Calgary International Tower	4	3	3	2	4	1	5	2	1046	
Montreal (Trudeau) Tower	4	3	3	2	4	1	5	2	1046	
Airport Operations Specialist	5	5	4	4	2	2	2	1	1046	
UPS (excluding Edmonton and Gander)	5	4	4	3	3	1	2	1	1035	
Toronto/Vancouver, Traffic Management Unit	4	4	4	3	3	1	3	2	1024	
Supervisor, Ottawa Tower	3	4	2	3	4	4	3	2	1005	
Team Supervisor, Winnipeg International Tower	3	4	2	3	4	4	3	2	1005	
Team Supervisor, Victoria Tower	3	4	2	3	4	4	3	2	1005	
VFR Instructor	4	4	4	3	3	2	2	1	994	
Air Traffic Management Specialist (fast-time/real-time simulation)	5	4	4	3	2	1	3	1	990	
UOS, Edmonton International Tower	3	3	2	3	4	4	3	1	956	
UOS, Abbotsford Tower	3	4	2	3	3	4	3	1	911	
Ottawa Tower	3	3	2	2	4	1	4	2	911	
Winnipeg International Tower	3	3	2	2	4	1	4	2	911	4
Victoria Tower	3	3	2	2	4	1	4	2	911	
Team Supervisor, Quebec Tower (Jean Lesage)	3	3	2	3	3	4	3	2	900	
Operational Resourcing	3	4	4	4	2	2	2	1	896	
Edmonton International Tower	3	2	2	2	4	1	4	2	881	3
Supervisor, St Hubert Tower	2	4	2	3	3	4	3	2	870	
UOS, Boundary Bay	2	4	2	3	3	4	3	1	851	
UOS, Bultonville Tower	2	4	2	3	3	4	3	1	851	
UOS, Saskatoon Tower	3	2	2	3	3	4	3	1	851	
UOS, Halifax International Tower	3	2	2	3	3	4	3	1	851	
UOS, Edmonton City Centre	3	2	2	3	3	4	3	1	851	
Team Supervisor, Toronto City Centre Tower	2	3	2	3	3	4	3	2	840	

Abbotsford Tower	3	3	2	2	3	1	4	2	836	
UOS, Thunder Bay Tower	2	3	2	3	3	4	3	1	821	
UOS, Hamilton Tower	2	3	2	3	3	4	3	1	821	
UOS, Springbank Tower	2	3	2	3	3	4	3	1	821	
UOS, Waterloo Tower	2	3	2	3	3	4	3	1	821	
UOS, London Tower	2	3	2	3	3	4	3	1	821	
Quebec Tower (Jean Lesage)	3	2	2	2	3	1	4	2	806	
UOS, Regina Tower	3	2	1	3	3	4	3	1	806	
UOS, Kelowna Tower	2	2	2	3	3	4	3	1	791	
Boundary Bay Tower	2	3	2	2	3	1	4	2	776	2
St Hubert Tower	2	3	2	2	3	1	4	2	776	
Buttonville Tower	2	3	2	2	3	1	4	2	776	
Halifax International Tower	3	1	2	2	3	1	4	2	776	
Edmonton City Centre Tower	3	1	2	2	3	1	4	2	776	
UOS, St Andrews Tower	2	2	1	3	3	4	3	1	746	
Springbank Tower	2	2	2	2	3	1	4	2	746	
UOS, Pitt Meadows Tower	2	2	1	3	3	4	3	1	746	
UOS, Langley Tower	2	2	1	3	3	4	3	1	746	
UOS, Sudbury	2	2	1	3	3	4	3	1	746	
UOS, St Honore	2	2	1	3	3	4	3	1	746	
UOS, Harbour Tower	2	2	1	3	3	4	3	1	746	
UOS, Yellowknife	2	2	1	3	3	4	3	1	746	
UOS, Villeneuve	2	2	1	3	3	4	3	1	746	
UOS, Windsor	2	2	1	3	3	4	3	1	746	
UOS, Whitehorse	2	2	1	3	3	4	3	1	746	
UOS, Prince George	2	2	1	3	3	4	3	1	746	
UOS, St Jean	2	2	1	3	3	4	3	1	746	



UOS, Oshawa	2	2	1	3	3	4	3	1	746	
UOS, Moncton Tower	2	2	1	3	3	4	3	1	746	
Saskatoon Tower	3	1	2	2	3	1	3	2	746	
UOS, Mirabel Tower	2	2	1	3	3	4	3	1	746	
UOS, St John's	2	2	1	3	3	4	3	1	746	
UOS, Gander International Tower	2	2	1	3	3	4	3	1	746	
UOS, Sault Ste Marie Tower	2	2	1	3	3	4	3	1	746	
Thunder Bay Tower	2	2	2	2	3	1	3	2	716	
Hamilton Tower	2	2	2	2	3	1	3	2	716	
Waterloo Tower	2	2	2	2	3	1	3	2	716	
Toronto City Centre Tower	2	2	2	2	3	1	3	2	716	
London Tower	2	2	2	2	3	1	3	2	716	
Regina Tower	3	1	1	2	3	1	3	2	701	
Kelowna Tower	2	1	2	2	3	1	3	2	686	
Pitt Meadows Tower	2	1	1	2	3	1	3	2	641	1
Langley Tower	2	1	1	2	3	1	3	2	641	
St Andrews Tower	2	1	1	2	3	1	3	2	641	
Harbour Tower	2	1	1	2	3	1	3	2	641	
Moncton Tower	2	1	1	2	3	1	3	2	641	
Yellowknife Tower	2	1	1	2	3	1	3	2	641	
Vileneuve Tower	2	1	1	2	3	1	3	2	641	
Sudbury Tower	2	1	1	2	3	1	3	2	641	
Oshawa Tower	2	1	1	2	3	1	3	2	641	
St Honore Tower	2	1	1	2	3	1	3	2	641	
Mirabel Tower	2	1	1	2	3	1	3	2	641	
St John's Tower	2	1	1	2	3	1	3	2	641	
Gander International Tower	2	1	1	2	3	1	3	2	641	

Windsor Tower	2	1	1	2	3	1	3	2	641
Sault Ste Marie Tower	2	1	1	2	3	1	3	2	641
Whitehorse International Tower	2	1	1	2	3	1	3	2	641
Prince George Tower	2	1	1	2	3	1	3	2	641
St Jean Tower	2	1	1	2	3	1	3	2	641

## New Salary Scales

From Mr. Picher's Award – For transition purposes only

ATC LEVEL	INCREMENT LEVEL											
	1	2	3	4	5	6	7	8	9	10	11	
ATC-0	30,000											
ATC-1	51,000	53,378	55,757	58,135	60,514	62,892	65,270	67,649	70,027	72,406	74,784	
ATC-2	54,366	56,901	59,437	61,972	64,507	67,043	69,578	72,113	74,648	77,184	79,719	
ATC-3	57,954	60,657	63,360	66,062	68,765	71,468	74,170	76,873	79,576	82,278	84,981	
ATC-4	61,779	64,660	67,541	70,422	73,303	76,184	79,065	81,946	84,827	87,708	90,589	
ATC-5	65,857	68,928	71,999	75,070	78,141	81,212	84,283	87,355	90,426	93,497	96,568	
ATC-6	70,203	73,477	76,751	80,025	83,299	86,573	89,846	93,120	96,394	99,668	102,942	
ATC-7	74,836	78,326	81,816	85,306	88,796	92,286	95,776	99,266	102,756	106,246	109,736	

Effective April 1, 2005 – For transition purposes only

ATC LEVEL	INCREMENT LEVEL										
	1	2	3	4	5	6	7	8	9	10	11
ATC-0	30,900										
ATC-1	52,530	54,980	57,430	59,880	62,330	64,779	67,229	69,679	72,128	74,579	77,028
ATC-2	55,997	58,609	61,221	63,832	66,443	69,055	71,666	74,277	76,888	79,500	82,111
ATC-3	59,693	62,477	65,261	68,044	70,828	73,613	76,396	79,180	81,964	84,747	87,531
ATC-4	63,633	66,600	69,568	72,535	75,503	78,470	81,437	84,405	87,372	90,340	93,307
ATC-5	67,833	70,996	74,159	77,323	80,486	83,649	86,812	89,976	93,139	96,302	99,466
ATC-6	72,310	75,682	79,054	82,426	85,798	89,171	92,542	95,914	99,286	102,659	106,031
ATC-7	77,082	80,676	84,271	87,866	91,460	95,055	98,650	102,244	105,839	109,434	113,029

**Effective April 1, 2006**

ATC LEVEL	INCREMENT LEVEL										
	1	2	3	4	5	6	7	8	9	10	11
ATC-0	31,827										
ATC-1	54,106	56,630	59,153	61,677	64,200	66,723	69,246	71,770	74,292	76,817	79,339
ATC-2	57,677	60,368	63,058	65,747	68,437	71,127	73,816	76,506	79,195	81,885	84,575
ATC-3	61,484	64,352	67,219	70,086	72,953	75,822	78,688	81,556	84,423	87,290	90,157
ATC-4	65,542	68,598	71,656	74,712	77,769	80,825	83,881	86,938	89,994	93,051	96,107
ATC-5	69,868	73,126	76,384	79,643	82,901	86,159	89,417	92,676	95,934	99,192	102,450
ATC-6	74,480	77,953	81,426	84,899	88,372	91,847	95,319	98,792	102,265	105,739	109,212
ATC-7	79,395	83,097	86,800	90,502	94,204	97,907	101,610	105,312	109,015	112,718	116,420

**Effective April 1, 2007**

ATC LEVEL	INCREMENT LEVEL										
	1	2	3	4	5	6	7	8	9	10	11
ATC-0	32,782										
ATC-1	55,730	58,329	60,928	63,528	66,126	68,725	71,324	73,924	76,521	79,122	81,720
ATC-2	59,408	62,180	64,950	67,720	70,491	73,261	76,031	78,802	81,571	84,342	87,113
ATC-3	63,329	66,283	69,236	72,189	75,142	78,097	81,049	84,003	86,956	89,909	92,862
ATC-4	67,509	70,656	73,806	76,954	80,103	83,250	86,398	89,547	92,694	95,843	98,991
ATC-5	71,965	75,320	78,676	82,033	85,389	88,744	92,100	95,457	98,813	102,168	105,524
ATC-6	76,715	80,292	83,869	87,446	91,024	94,603	98,179	101,756	105,333	108,912	112,489
ATC-7	81,777	85,590	89,404	93,218	97,031	100,845	104,659	108,472	112,286	116,100	119,913



**Effective April 1, 2008**

ATC LEVEL	INCREMENT LEVEL										
	1	2	3	4	5	6	7	8	9	10	11
ATC-0	33,766										
ATC-1	57,402	60,079	62,756	65,434	68,110	70,787	73,464	76,142	78,817	81,496	84,172
ATC-2	61,191	64,046	66,899	69,752	72,606	75,459	78,312	81,167	84,019	86,873	89,727
ATC-3	65,229	68,272	71,314	74,355	77,397	80,440	83,481	86,524	89,565	92,607	95,648
ATC-4	69,535	72,776	76,021	79,263	82,507	85,748	88,990	92,234	95,475	98,719	101,961
ATC-5	74,124	77,580	81,037	84,494	87,951	91,407	94,863	98,321	101,778	105,234	108,690
ATC-6	79,017	82,701	86,386	90,070	93,755	97,442	101,125	104,809	108,493	112,180	115,864
ATC-7	84,231	88,158	92,087	96,015	99,942	103,871	107,799	111,727	115,655	119,583	123,511

## ATC Premium (Completed by Deloitte Inc.)

- The premium is made up of two components – volume and sustainability. Volume is a proxy for size and scope of “live” operational complexity, and sustainability is a proxy for intensity/pace. When multiplied together they form a value which in turn determines the premium for a particular facility.
- Sustainability, or the Sustained Traffic Index (STI), is based on one of the components of the FAA’s model for recognizing live controllership. Although it differs between towers and ACCs, it is based on the same premise:
  - For towers, it is calculated by dividing the second busiest 1830 hours in a given year, by the busiest 1830 hours of that same year.
  - Since not all towers are operational 24 hours a day, 1830 hours reflects a 10 hour day. The STI will be higher for those towers that have a constant flow of traffic year round, as opposed to those towers that are seasonal.
  - The reason the *busiest* 1830 hours and *second* busiest 1830 hours are used in the calculation rather than the *busiest* 1830 and *least* busiest 1830 hours is because *least busiest* would not differentiate one tower from another, since all towers have little movement at various times of the day over the course of the year.
  - For ACCs, the STI is calculated by dividing the busiest 76 days, by the second busiest 76 days. Given how data is collected in the ACCs, days are used rather than hours. It should be noted that 76 days represents the same proportion of a given year as 1830 hours.
- Movements for ACCs and towers are captured on the vertical axis and are calibrated so that the top threshold for ACCs and towers are equivalent. The thresholds then work backwards from the high end of the scale to the low end of the scale.
- The latest 3 year averages of movement data & STI values are used in calculating the new control premium (2001-2003 were used for this report).
- The premium is based on movements per facility as opposed to movements per controller. Although the latter was considered, it was determined that:
  - the premium is facility/location focused and not individual job focused and the measures that were selected are indicative of the degree of interaction and coordination required to effectively manage a flight plan within a unit; and,
  - finally, it is concluded that given the state of current productivity and performance measurement practices, controller/job-specific workload measurement is not feasible at this time.

## ATC Premium calculations - Towers

Unit	3 Yr Avg STI	3yr Avg Movements	3 Yr Avg STI*3 Yr Avg
Toronto Intl Tower	0.793	386984	306878
Vancouver Intl	0.774	300242	232387
Calgary Intl.	0.761	226063	172034
Montreal/Dorval	0.714	195593	139653
Winnipeg Intl	0.618	153740	95011
Ottawa	0.544	166488	90569
Boundary Bay	0.429	196141	84144
Victoria	0.483	166985	80654
Montreal/St. Hubert	0.419	176935	74136
Edmonton Intl.	0.627	108235	67863
Abbotsford	0.404	151447	61185
Quebec	0.455	134606	61246
Toronto/Butonville	0.383	156298	59862
Calgary/Springbank	0.393	142754	56102
Edmonton City Centre	0.573	93415	53527
Halifax Intl	0.560	89292	50004
Kitchener	0.336	131951	44336
London	0.365	123371	45030

Toronto City Centre	0.373	112607	42002
Hamilton	0.359	102586	36828
Saskatoon	0.404	87224	35238
Kelowna	0.415	76305	31667
Vancouver Harbour	0.426	73877	31472
Thunder Bay	0.313	103231	32311
St. John's	0.437	58578	25599
Yellowknife	0.446	52504	23417
Moncton	0.344	69369	23863
Pitt Meadows	0.270	84783	22891
Regina	0.394	58588	23084
St. Andrews	0.276	92355	25490
Langley	0.249	81745	20355
Sudbury	0.300	65758	19727
Oshawa	0.276	72216	19932
Montreal/Mirabel	0.395	42139	16645
Sault Ste Marie	0.251	58219	14613
Edmonton/Villeneuve	0.242	76453	18502
Prince George	0.342	40735	13931
Gander Intl	0.271	44554	12074
Windsor	0.248	38623	9579
Whitehorse	0.229	26850	6149
Chicoutimi/St. Honore	0.085	67307	5721
St. Jean	0.059	32019	1889

## ATC Premium calculations – ACCs

Unit	3 Yr Avg STI	3yr Avg Movements	3 Yr Avg STI*3 Yr Avg
Toronto ACC	0.919	834,063	766,504
Montreal ACC	0.905	509,025	460,668
Edmonton ACC	0.931	476,571	443,688
Vancouver ACC	0.904	479,612	433,569
Winnipeg ACC	0.899	411,365	369,817
Moncton ACC	0.909	383,814	348,887
Gander ACC	0.937	370,342	347,010

## ATC Premium Results

Tower Units	Premium Bands Towers	ATC Premium Level	Premium Bands ACCs	ACC Units
	Above 330,000	1	Above 800,000	
Toronto Intl Tower	330,000 to 290,000	2	800,000 to 675,000	Toronto ACC
	290,000 to 250,000	3	675,000 to 550,000	
Vancouver Intl	250,000 to 210,000	4	550,000 to 425,000	Montreal ACC Edmonton ACC Vancouver ACC
Calgary Intl.	210,000 to 170,000	5	425,000 to 300,000	Winnipeg ACC Moncton ACC Gander ACC
Montreal/Dorval	170,000 to 130,000	6	300,000 and Below	
Winnipeg Intl Ottawa	130,000 to 90,000	7		
Boundary Bay Victoria Montreal/St. Hubert	90,000 to 70,000	8		
Edmonton Intl. Abbotsford Quebec Toronto/Buttonville Calgary/Springbank Edmonton City Centre	70,000 to 50,000	9		

Halifax Intl		
Kitchener London Toronto City Centre	50,000 to 40,000	<b>10</b>
Hamilton Saskatoon Kelowna Vancouver Harbour Thunder Bay	40,000 to 30,000	<b>11</b>
St. John's Yellowknife Moncton Pitt Meadows Regina St. Andrews Langley	30,000 to 20,000	<b>12</b>
Sudbury Oshawa Montreal/Mirabel Sault Ste Marie Edmonton/Villeneuve Prince George Gander Intl	20,000 to 10,000	<b>13</b>
Windsor Whitehorse Chicoutimi/St. Honore St. Jean	10,000 and Below	<b>14</b>

## ATC Premium – Amounts

**New ATC Premium Table -  
Picher award - for  
transition purposes only**

1	23,000
2	19,550
3	16,618
4	14,125
5	12,006
6	10,205
7	8,674
8	7,373
9	6,267
10	5,327
11	4,528
12	3,849
13	3,272
14	2,781
AVERAGE	9,827

**New ATC Premium Table -  
April 1, 2005 - for  
transition purposes only**

1	23,690
2	20,137
3	17,117
4	14,549
5	12,367
6	10,512
7	8,935
8	7,595
9	6,456
10	5,488
11	4,664
12	3,965
13	3,370
14	2,865
AVERAGE	10,122

**New ATC Premium Table -  
April 1 2006**

1	24,401
2	20,742
3	17,631
4	14,986
5	12,739
6	10,828
7	9,204
8	7,823
9	6,650
10	5,653
11	4,804
12	4,084
13	3,472
14	2,951
AVERAGE	10,426

**New ATC Premium Table -  
April 1 2007**

1	25,134
2	21,365
3	18,160
4	15,436
5	13,122
6	11,153
7	9,481
8	8,058
9	6,850
10	5,823
11	4,949
12	4,207
13	3,577
14	3,040
AVERAGE	10,740

**New ATC Premium Table -  
April 1 2008**

1	25,889
2	22,006
3	18,705
4	15,900
5	13,516
6	11,488
7	9,766
8	8,300
9	7,056
10	5,998
11	5,098
12	4,334
13	3,685
14	3,132
AVERAGE	11,062



# Implementation

- The new classification system and associated compensation shall be implemented March 31st 2006 or date of signing of the new collective agreement, whichever is later, but in any event retroactive to March 31st 2006.
- Prior to implementation the salary and ATC Premiums in this report shall be increased by the economic increases effective prior to March 31st 2006 that are negotiated in the current round of collective bargaining.
- On the date of implementation all positions in the bargaining unit will be assigned to a new ATC level and all units will be assigned their new ATC premium
- All incumbent employee's will enjoy the following protections:
  - For each employee the following two calculations will be made:
    - Current Potential Total Compensation= the salary at the 11th step of the employee's current AI level PLUS the employee's current OFP if any
    - New Potential Total Compensation = the salary at the 11th step of the employee's new ATC level plus the employee's new ATC Premium.
  - If the employee's New Potential Total Compensation is less than the employee's Current Potential Total Compensation then the employee's current salary and current OFP will be protected. More specifically, the protection will result in the salary rate being subject to economic and incremental increases until the employee vacates the position or the applicable maximum salary for the position under the new classification system meets or exceeds the maximum of the protected salary range. For so long as the protection is in place, the incumbent will be paid his or her current OFP (subject to negotiated economic increases that might be agreed between the parties in collective bargaining for the renewal of their collective agreement). An example of how the protection is to be applied is attached as Appendix "B".
  - If the employee's New Potential Total Compensation is greater than or equal to the employee's Current Potential Total Compensation, then the employee's new salary shall be set at the step in the employee's new ATC level which is closest to but not less than the following amount:
    - Current Salary PLUS current OFP MINUS new ATC Premium
- Upon implementation of the new classification system, non-operational employees employed in operational units shall receive the control premium of their location. Employees in non-operational positions in other locations shall receive a premium equivalent to the average of the control premium, which currently equals \$9,827.00.
- Increment dates will remain unchanged unless an employee receives an increase in total compensation on transition which is greater than the value of an increment in their new classification level, in this case the employee's increment date shall change to March 31<sup>st</sup>.

- Employees whose overtime rates of pay are decreased because of the implementation of classification will have their overtime rate of pay protected. (Subject to economic and incremental increases)

## **Trainees**

- Ab-initio trainees who are hired after the date of Mr. Picher's award (May 9th, 2005) shall have an annual salary of \$30,000. However, persons currently working as trainees and persons who were offered and accepted Trainee positions prior to this award will be compensated at the prior salary rates for the position.

# Future reclassifications and ATC premium changes

## Annual Analysis of Movement Data

- By April each year, an analysis of the statistical data required for classification level determination and ATC premiums will be conducted by NAV CANADA Human Resources
- Results will be communicated to the union and its members identifying any changes
- Effective date of classification change will be January 1.

## Reclassifications downward

- If an employee's position is reclassified to a level with a lower attainable salary, the employee's salary shall be salary protected (green circled). This means that the employee will continue to receive all future economic and increment increases until they vacate the position or the salary of the new ATC level becomes higher than their previous salary. Employees on seniority bids, transfer downs or competitions whose destination unit is downgraded after they have accepted their offer but before qualification may elect to return to their former unit without penalty. If they choose to remain, it will be at the downgraded level.
- If a unit moves to a lower ATC premium, employees holding positions in that unit on the date the company advises the union of the change, shall have their ATC premium red circled (frozen) for 2 years, after which they shall move to the lower ATC premium level.

## Reclassifications upward

- If an employee's position is reclassified to a level with a higher attainable salary, the employee shall move into the new salary grid retroactive to the effective date of the classification change or date of assignment to that unit whichever is latest.
- If a unit moves to a higher ATC premium, employees holding positions in that unit shall move to the higher ATC premium retroactive to the effective date of the ATC premium change or date of assignment to that unit, whichever is latest.

## **Non – operational positions**

- Non-op employees holding positions in Headquarters, NCTI or the TSC shall receive the average of all the ATC premiums.
- Non-op employees holding positions in ACCs or Towers shall receive the ATC premium for their particular ACC or Tower.

## **Vehicle and over-flight movements**

- In light of the recommendations of the Deloitte Report regarding vehicles and 88's, and recognizing that no methodology is established for these issues, vehicles and 88's will be the subject of study by a joint union-management committee, to determine whether they should be included in the new classification system and, if so, the methodology to be used to evaluate them.
- The joint committee has been established (Karen Walker, Doug Robertson, Barb Gagne, Trevor Johnson, Rob Allan and Greg Myles) and is currently setting up terms of reference. Implementation of any changes will be done with the assistance of representatives of Deloitte.

## Appeal Process

As part of the agreed to implementation process, employees and management can raise their concerns respecting the hierarchy of jobs as determined by the Deloitte Touche developed CATCA Classification system. A three person appeal panel ( one representative each from Nav Canada, CATCA and Deloitte ) will entertain presentations that are submitted using the appeal form (appendix C) and that have all mandatory information fields completed (required information fields are noted by an \*).

The appeal process is limited to classification ratings and the information used to obtain those ratings and therefore the relative ranking of jobs within the bargaining unit using the new classification plan. Compensation (salaries or premiums) or other transition matters are not within the mandate of the panel. The decision of the panel will be final.

Anyone intending to make a presentation before the panel must submit this form no later than midnight October 7<sup>th</sup>, 2005.

- In future:
  - Process will mirror current ADR process for classification.

# APPENDIX A: SAMPLE POSITIONS

## TOWERS

Gander  
Moncton  
Springbank  
Victoria  
Vancouver  
Toronto  
Team Supervisor, Victoria  
UOS, St. Hubert

## AREA CONTROL CENTERS

Gander, Oceanic Supervisor  
Gander, High Level Domestic  
Gander, ICAO  
Gander, Low Level Domestic  
Toronto, East Low  
Toronto, North  
Toronto, Airports  
Toronto, North Bay  
Toronto, West Low  
Toronto, West High  
Toronto, East High  
Edmonton, Terminal  
Edmonton, Enroute  
Edmonton, Shield  
Edmonton, Calgary Terminal  
Edmonton, North Low  
Edmonton, North High

## NON CONTROL RULES

VFR Instructor  
Air Traffic Management Specialist  
Systems Specialist  
Toronto, Traffic Management Unit  
Gander, IFR Program Specialist  
UPS, Edmonton  
Airspace and Procedures Specialist (HQ)  
DSC, Winnipeg



## Appendix B: Examples of Application of Protection Rules on Transition to New Classification Plan

### Example 1: Controller St. Hubert Tower

**Current Potential Compensation:**

Salary (AI02 increment 11)	\$77,041
ADD: OFP	<u>\$1,877</u>
Total	\$78,918

**New Potential Compensation:**

Salary (ATC 1 increment 11)	\$74,784
ADD: ATC Premium	<u>\$2,781</u>
	\$77,565

Therefore Controller is salary protected under to Old salary and OFP tables

### Example 2: Toronto ACC Controller (8th increment)

**Current Potential Compensation:**

Salary (AI05 increment 11)	\$100,721
ADD: OFP	<u>\$18,245</u>
Total	\$118,966

**New Potential Compensation:**

Salary (ATC 6 increment 11)	\$102,942
ADD: ATC Premium	<u>\$19,550</u>
	\$122,492

Therefore Controller moves to the new classification pay system and their compensation on transition would be:

**Current Total Compensation**

Salary (AI05 increment 8)	\$92,483
ADD: Current OFP	<u>\$18,245</u>
Total	\$110,728
LESS: New ATC premium	<u>\$19,550</u>
Total	\$91,178

**Closest (next highest) Salary (ATC 6)**

Closest (next highest) Salary (ATC 6)	\$93,120
ADD: New ATC Premium	<u>\$19,550</u>
Total compensation on transition	\$112,670

## APPENDIX C - CATCA Classification Appeal

Please print or type all information. The boxes will expand to accommodate you in providing the requested information to the level of detail you feel necessary.

<b>Originator of the appeal*</b>
<b>Identify name of employee(s)/manager(s)</b>
<b>Organization(s)</b>
<b>Email contact</b>
<b>Phone number</b>

<b>Job title being appealed*</b> (Please identify using the job title from the published Deloitte study.)
--

<b>Issue respecting the classification rating*</b> (Please be specific and make reference the ratings given the job within the study and where you see a need for reconsideration)
---

**Date completed by Originator(s)**

<b>Supervising Manager*</b>
Name of supervising manager(s)
Organization(s)
Email contact
Phone number

**To be completed by Supervising Manager.\* Please comment on the details provided by the employee(s) regarding the classification rating issues. In particular, please provide input to any references to duties and responsibilities such that the Appeal Panel is able to judge based on corporately approved job scope/content.**

**Date completed by Supervising Manager\***

**Please indicate the date forwarded to the Appeal Panel.\* Please also acknowledge that a copy has been sent to the local union representative.** Note: all appeal documents are to be forwarded to  
NAV CANADA Labour Relations

77 Metcalfe St  
Ottawa, Ontario  
K1P 5L6  
Attn: CATCA Classification Appeal Panel  
FAX: 613-563-3885

Date: \_\_\_\_\_

Supervising Manager (signature) \_\_\_\_\_

Copy sent to local union representative \_\_\_\_\_

**Date received by Appeal Panel (to be entered by Labour Relations Office)**