Transport Canada
Safety & Security

Civil Aviation Directorate

Implementation Strategy
National Organization Transition Implementation Project (NOTIP)

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Executive Summary

As a result of the final report "Organization Review and Design Study – Civil Aviation" (RDIMS 1680840 / SGDDI 1680850), the National Organization Transition Implementation Strategy has been prepared.

The overall timeframe to implement the recommended organization structure is 2010. The actual timing of the change within each of the Regions and H.Q. will vary based on the different starting points. The actual timelines for each region/H.Q. will be developed as part of regional/H.Q. implementation plans that will be "rolled up" to the national implementation plan.

There are a number of key horizontal processes that need to be developed to ensure the organization structure is effective. Many key processes will have to be developed or modified. A need therefore exists to identify all processes/practices required for the new organization.

The Director NOTIP will collaborate closely and obtain approval from NCAMX members throughout the life cycle of the project.

It is paramount that we foster and support an open and transparent change management process. In order to accomplish the work that needs to be done, it is imperative that a transition team be formed to work with the Director NOTIP. Once this is established detailed project plans will be developed.

We need to remember that the organization is a human community. It is a living system.

Judy Rutherford
Director
National Organization Transition Implementation Project

1. Purpose

This document will outline Civil Aviation's strategy for the implementation of the new organization structure in Headquarters (HQ) and the Regions. It is a living document and will be updated often.

2. Background

Civil Aviation underwent many changes since the organization changes of 1995. New concepts and approaches were introduced in successive key strategic documents such as Challenge'98, Flight 2005 and Flight 2010. Each new direction built upon the previous key strategies. These strategic documents and associated changes reflect broad Government of Canada initiatives as articulated in Results for Canadians and other directives.

To enable Transport Canada Civil Aviation (TCCA) to continue to develop, implement and sustain the Safety Management System (SMS) oversight framework and its own Integrated Management System (IMS), management must ensure the workforce and the organization are in a position to effectively deliver these programs into the future. Therefore there is a need to identify and address any gaps in the capabilities of the workforce and its organization structure.

After completing an organizational review which delivered a proposal for a new organization, the Director General Civil Aviation (DGCA) appointed a Director responsible for the determination and implementation of changes to the organization and to the workforce.

The Director, National Organization Transition Implementation NOTIP commenced work on this project in February 2006 which is expected to run for a period of 36 to 48 months. The Director's duties and responsibilities are outlined in Civil Aviation Directive (CAD) 41.

3. Objectives

The implementation strategy is intended to guide actions by the NOTIP team to achieve the following three objectives:
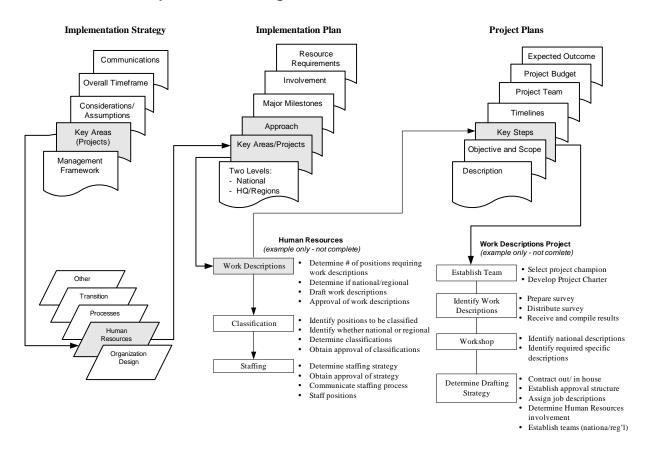
- Ensure correct and common understanding of the progress from the commencement of the organization transition to full implementation at all levels of the organization.
- Ensure correct design and common understanding of the new structure during the implementation phase.
- Implementation of decisions in a way that will balance the needs of individuals with the needs of the organization and will demonstrate the utmost respect for Public Service values and ethics, such as fairness, transparency and openness.

4. **Implementation Strategy**

The implementation strategy sets out the overall template for the implementation of the new organization structure in Headquarters (HQ) and the regions including the management framework, implementation schedule and communications requirements. This strategy will also include the process of Workforce Renewal.

Establishment of the strategy is the first step of several leading to the full implementation and development of all supporting pieces of the recommended "end state" models. As depicted below, following the definition of the strategy is the development of the implementation plan followed by the various project plans which will describe the detailed work.

Civil Aviation - Implementation Stage

Implementation Strategy	Implementation Plan	Project Plans
Communications	Resource Requirements	Expected Outcome
Overall Timeframe	Involvement	Project Budget
Considerations/ Assumptions	Major Milestones	Project Team
Key Areas (Projects)	Approach	Timelines
Management Framework	Key Areas/Projects	Key Steps
	Two Levels: - National - HQ/Regions	Objective and Scope
		Description

Other
Transition
Processes
Human Resources
Organization Design

Human Resources
(example only - not complete)

Work Descriptions	• Determine # of positions requiring work descriptions • Determine if national/regional • Draft work descriptions • Approval of work descriptions
Classification	• Identify positions to be classified • Identify whether national or regional • Determine classifications • Obtain approval of classifications
Staffing	• Determine staffing strategy • Obtain approval of strategy • Communicate staffing process • Staff positions

Work Descriptions Project
(example only - not comlete)

Establish Team	• Select project champion • Develop Project Charter
Identify Work Descriptions	• Prepare survey • Distribute survey • Receive and compile results
Workshop	• Identify national descriptions • Identify required specific descriptions
Determine Drafting Strategy	• Contract out/ in house • Establish approval structure • Assign job descriptions • Determine Human Resources involvement • Establish teams (nationa/reg'l)

The first column represents the implementation strategy. The next column represents the implementation plan which identifies what needs to be done to implement the recommended organization structure. And finally the third column describes the detailed work or project plans that will be undertaken throughout the full implementation of the recommended organization structure.

The implementation plan for Civil Aviation will describe the key steps (projects) and related tasks for the implementation of the recommended organization structure. Specifically, the implementation plan will describe the following:

- Key projects;
- Key steps and related tasks;
- Major milestones;
- Involvement; and
- Resource requirements.

The initial step of the implementation plan is to identify everything that needs to be put in place to effectively implement the recommended organization structure (key projects). For example, areas such as detailed organization design work (defining all business activities) and human resources (work descriptions, classifications, staffing).

The initial step needs to be completed from a national level and then translated to regional/HQ level to ensure that all steps have been identified and are consistently implemented across the organization. Where steps show up in all or most regions, that step may become a national project. This will be determined once all steps have been identified.

Once the national and regional/HQ key projects have been identified, the related information as key steps, related tasks, major milestones, involvement and resource requirements will be developed.

4.1   Management Framework

The following framework provides a description of a framework for the implementation of the recommended organization structure for the Regions and HQ. Specifically, it describes how to plan, manage and deliver the various projects/initiatives identified in the Organization Review Implementation Plan.

Implementing the recommended organization structure involves continuous monitoring of projects/initiatives identified. The status of projects/initiatives and ongoing identification and resolution of issues will also be managed through the Organization Review Implementation Plan.

Roles

The following briefly describes the key roles of individuals involved in the Organization Review Implementation Plan, namely:

- Director General;
- NCAMX;
- Director National Organization Transition Implementation Project
- Implementation Coordinators; and
- Project Teams.

Director General

The Director General (DG), Civil Aviation is responsible for reviewing and approving the National Organization Transition Implementation Project (NOTIP) Implementation Plan. The DG, further to consultation with NCAMX, will also make the final decision on all projects/ initiatives' recommendations. In addition, the DG will:

- approve the Headquarters implementation plan; and,
- ensure adequate resources are provided to implement the Headquarters plan.
- ensure the implementation plan and all national project plans be presented to NCAMX for approval.

NCAMX

NCAMX supports the various project teams involved in the NOTIP Implementation Plan and provides advice to the DG. NCAMX will be involved for the duration of the NOTIP Implementation Plan. Its membership includes representatives from HQ and the Regions.

NCAMX' role, as it relates to NOTIP, includes but is not limited to:

- facilitate management and cross organization projects;
- provide guidance to project teams on:
    - issues identification;
    - sources of information;
    - approaches;
    - protocol;
    - strategies;
    - implementation considerations; and
    - recommendations;
- ensure senior management awareness (e.g., ADM Safety and Security, Regional Directors General) and propose solutions for sensitive issues;
- ensure Civil Aviation staff (e.g., Managers, Superintendents, Supervisors and their staff) is communicated with in a timely fashion and understands the NOTIP;
- provide an objective challenge to the project teams;
- review and approve the national implementation plan; and,
- provide key input into project recommendations.

There are also roles that are specific to Directors (HQ and Regions). These are listed below.

CA Directors (Regions)

The role of the Directors in the regions includes but is not limited to:

- lead and champion the organizational change process in the Regions;
- provide guidance to the Regional Implementation Coordinators and ensure that they are well informed of management issues that may affect the NOTIP;

- interface with the Regional Directors General on implementation issues as well as keeping them informed;
- approve regional implementation plan; and,
- ensure adequate resources are provided to implement the regional plan.

CA Directors (HQ)

The role of the HQ CA Directors includes but is not limited to:

- lead and champion the organizational change process for their particular Branch;
- provide guidance to the Implementation Coordinators and ensure that they are well informed of management issues that may affect the NOTIP; and,
- approve draft Branch implementation plan.

Director – National Organization Implementation Transition Project (NOTIP)

The Director NOTIP will support NCAMX and various working groups. The Director's responsibilities need to consider the following:

- focal point for all of the activities related to the transition to the new organization structure including the implementation and ongoing development of the implementation and communication plans;
- monitor status of implementation projects/initiatives;
- provide support to the DG and NCAMX for activities/initiatives related to the NOTIP.
- inform Director General/NCAMX on project issues;
- ensure Project Teams are informed of various issues/questions that may impact their projects;
- become focal point for questions/answers with NCAMX members (including the Implementation Coordinators);
- develop the national implementation plan;
- manage resources ($ and staff) associated with the implementation process;
- link to strategic plan and resource management plan;
- update Director General and NCAMX on progress against planned; and,
- liaise with HR and other Corporate groups (e.g., Corporate Services), as necessary.

Implementation Coordinators

The Implementation Coordinators will report to their respective Headquarters or Regional CA Director and will support the NOTIP Director. The responsibilities of the Regional Implementation Coordinators include:

- focal point for all of the activities related to the transition to the new organization structure including the implementation and ongoing development of the regional and/ or H.Q. implementation and communication plans;
- monitor status of NOTIP projects/initiatives within Region H.Q.;

- provide support to their Director and Director NOTIP7 for activities/initiatives related to the NOTIP;
- inform Director on project issues;
- ensure Project Teams are informed of various issues/questions that may impact their projects;
- update Director on progress against planned; and,
- liaise with Regional HR and other Corporate groups (e.g., Corporate Services), as necessary.

Project Teams

Project Teams will be created as projects/initiatives arise. NCAMX will recommend Project Champions, which will then be approved by the Director General.

The Project Champion, reporting to the Project Director, will be responsible for developing and presenting a Project Plan to NCAMX and the Director General for their approval.

As a minimum, the Project Plan should include:

- description of project/initiative;
- objective and scope;
- key steps and related timeframes;
- project team members, accountabilities and reporting requirements:
- project budget; and,
- expected outcome.

4.2   Key Areas

The implementation strategy key areas are based on the main considerations/issues to be resolved during the implementation phase of the recommended organization structure of Civil Aviation. These are identified based on the work that has been completed to date and the implications that have been identified throughout the design phase of the study. The key areas include:

- Detailed Organization Design;
- Human Resources; and
- Processes/Practices

Each of these areas is discussed in more detail below. Please note, while these have been identified as the key areas of the implementation strategy, more areas may be identified throughout the implementation phase of the NOTIP project and other initiatives of the organization. Please note, the order in which the areas and sub-areas are presented do not reflect any particular sequence. The actual sequence of the projects/areas will be determined when the detailed implementation plan is developed.

Detailed Organization Design

The overall organization structure for Civil Aviation has been developed to the DG/RDCA minus one level. Organization structures below these positions will require detailed design work. The regional work will have to be coordinated to maintain a level of consistency in terms of design principles, criteria and, to some extent, organization concepts. The following provides a listing and description of some of these areas. A complete list of these areas will be developed during the development of the detailed implementation plan.

Transitional Organization Structure

The transitional organization structure will identify the interim reporting relationship of all personnel within Civil Aviation from the time the organization structure and implementation plan have been approved to the full implementation of the organization structure. Based on the detailed implementation plan, the transitional organization structure will evolve over the different stages of the implementation of the recommended organization structure.

- Policy and Regulations

  This Branch will be responsible for intelligence gathering, Civil Aviation policy and regulatory services as well as enforcement activities. Intelligence is presently in the System SafetyBranch and policy does not presently exist. The remaining elements presently reside within the Regulatory Services Branch. Work will be necessary to define the policy role and the elements of System Safety that will move to the new branch. Design work can then be commenced.

- Standards (previously referred to as Program Design and Development)

  This Branch does not currently exists in HQ. It combines all standards development, operational policies, tools and systems across all functional areas. These activities are currently divided by functional area (i.e., by Branch) in HQ. In some cases, the activities are separated from the operational activities within the functional branches and in some cases they are not. A review will be required of the current operating philosophies and processes within each functional area followed by a determination of the Program Design and Development philosophy and processes from a Civil Aviation perspective.

- Operations/National Operations

  In both the regions and HQ, this unit/branch will be responsible for all oversight and certification activities related to enterprises/companies. All operational (i.e., certification and oversight) activities will be divided by enterprise/company. The actual definition of enterprises and how these will be determined will need to be determined. Specific criteria will need to be developed to ensure the definition of enterprise is consistently applied across the regions and HQ.

- International Operations

  This Branch will be responsible for all Civil Aviation international activities. It is recognized this Branch will draw upon the knowledge basis of Civil Aviation to address international issues. The Branch will not only have an international liaison role but will also be responsible for foreign inspections. This Branch is currently involved in technical programs and informatics. Both these functions are moving to other branches while foreign inspections currently reside in CB&A. Design work can commence on the International Operations early in the transition process.

- Management Services (previously referred to as Strategic Planning and Resource Management)

  This Branch will be responsible for the internal management functions such as finance and human resources as well as learning services, technical reference centers, and technical programs. These activities are currently located in different branches in HQ. A preliminary assessment will be required identifying where these resources are currently housed, how many resources are allocated to the activities and the specific activity areas as a starting point from the detailed design stage of the study.

- Medicine

  There are no changes to the Medicine Branch as a result of the organization study.

- Civil Aviation Secretariat

  The functions within this unit, are consistent across the regions; however the resource levels may vary from region to region for some of the functions based on workload and geography. Headquarters will require a change to now incorporate a number of new functions and strategic communications.

- Program Management (Regions)

  This division focuses on providing internal program support associated with the Civil Aviation program. This Division will consolidate resources from System Safety with elements of quality review and planning. Once these elements have been defined the detailed design work can then proceed.

- Resource Management (Regions)

  This Division covers several internal support functions associated with the machinery of government; however, there may be variances across the regions as to how these services are provided. Specifically, the finance and administration function may be centralized or decentralized based on regional requirements and/or workload. A need also exists to confirm whether quality management should be in this division or Program Management. This will have to be further assessed and determined during the detailed design phase of the study.

As mentioned earlier, these represent an initial listing of the areas where detailed design work is required. As the implementation plan is developed, other areas will be identified and included.

4.3   Human Resources

There are numerous human resource implications to any organization review. The key is to appropriately identify these and have a detailed human resources plan to identify if and how each of the implications will be addressed. Given the approach of NCAMX to incorporate as much consistency as possible throughout Civil Aviation will promote a national approach to addressing many of these issues. The extent of human resources implications will vary from region to region.

Specifically, the following key components of human resources will have to be addressed:

- Work descriptions – there is a need to identify how many and which work descriptions will have to be developed, revised and/or removed.
- Classification – once the work descriptions to be developed and/or modified have been identified and completed, the classification will have to be completed.
- Staffing – the staffing process related to the new organization will be done through a number of phases. The staffing strategy will complement the overall staffing strategy of Civil Aviation. Initial steps are being taken to build a national capacity to address the human resource issues.

For all human resource issues it is imperative that the project team includes membership or have access to Transport Canada Human Resources, (i.e. Classification, Staffing, Labour Relations and the Executive Group Resourcing). In addition, consultants will be used to write/amend work descriptions as required.

All Human Resource planning done by NOTIPmust be linked to the Civil Aviation Human Resource Plan.

4.4   Processes/Practices

There are a number of key horizontal processes that need to be developed to ensure the recommended organization structure is effective. Many key processes will have to be developed (Civil Aviation policy development process) or modified (each functional branch presently has their own set of processes associated with standards, operational policy development, etc) to support the new structure.   A need therefore exists to identify all processes/practices required for the success of the recommended organization. A plan needs to be developed to identify these processes followed by the design and implementation of the processes.

4.5   Communications

This section addresses the need to develop a communication plan to support the implementation phase of NOTIP.

The purpose of the strategy is to identify various components that need to be considered in defining the communication requirements. These set out the framework for communications since they identify audiences, responsibility for communication to these audiences as well as various means that can be used for communications to those groups. From this, the communication plan can be prepared. A number of steps have already been taken to build the communication infrastructure (e.g., website).

There are a number of key milestones representing the core of the communication strategy and main components of the communication plan, namely:

- Announcement of TMX' Approval;
- Organization Change Proposal;
- Next Steps; and
- Implementation Plan (e.g., key steps, timelines).

Other key milestones will arise during the implementation phase of NOTIP. As they arise, specific communication decisions will have to be made and incorporated in the communication plan.

For each key milestone identified, specific communication plan components need to be developed, namely:

- Target audiences;
- Concerns/issues of each audience group;
- Key messages;
- Best mechanism to communicate with group;
- Responsibility for communications; and
- Timelines.

Some of these areas are discussed below while others will be described in the detailed communication plan.

Communication Principles

Communication principles guide the communication strategy. The NOTIP Director andImplementation Coordinators will refer to the principles during the communications planning process as well as throughout the implementation phase.

The communication principles set out that communication will:

- Foster and support an open and transparent change management process;
- Be proactive, to the extent possible, in communicating progress and addressing issues;
- Build upon and support existing communications structures;
- Be consistent with the existing management regimes; and

- Support two-way communications by listening to the concerns and issues of Civil Aviation and stakeholders.

Target Audiences

There are a number of target audiences in HQ and Regions as it relates to NOTIP. Each target audience and their role in the communication process will be described in the detailed communication plan. As the communication plan is developed, these groups become the recipients, and in some cases, the responsibility for the delivery of key messages and communication products.

Mechanisms

Mechanisms fall under two (2) categories. The first relates to mechanisms to disseminate information while the second relates to mechanisms to obtain information and/or feedback. Both categories are important in the overall communication process and are described in more detail below.

Dissemination Mechanisms

Face-to-face communication is one of the most effective means of communicating, recognizing it is also the most expensive. This is consistent with the Organization Design and Review process used since face-to-face as key element in the design strategies. Written materials are useful if short and if they address items of direct relevance to the audience.

The following lists a sample of the existing dissemination mechanisms. Others may be developed and put into place for the purposes of the Organizational Vision project:

- Civil Aviation website – The website is useful in terms of broad reach as well as provides an ability to make background materials available.
- Formal/informal communication mechanisms – These include mechanisms such as e-mail and meetings and/or committees. E-mail is an inexpensive and quick form of communication to reach Civil Aviation staff. However, similar to this website, it should be accompanied with face-to-face/verbal communication.

Feedback Mechanisms

In support of the communication principles, it is not only important to disseminate information in a timely fashion, it is also important to have the appropriate mechanisms in place to receive feedback and questions related to the Organization Review project. Some of the mechanisms that can be used include, but are not limited to:

- E-mail address for questions/comments (website, intranet/internet);
- Suggestion/ideas box;
- Town hall meetings;
- Voice mail; and
- Focus groups.

Once the mechanisms have been selected, Civil Aviation staff needs to be informed of these and how they can be accessed.

4.6   Overall Timeframe

The overall timeframe to implement the recommended organization structure within Civil Aviation (HQ and Regions) is 2010. The actual timing of the change within each of the Regions and HQ will vary based on the different starting points in these locations and as opportunities arise. For example, the implementation of the recommended structure will be easier for certain areas. The actual timelines for each region/HQ will be developed as part of the regional/HQ implementation plans that will then be "rolled up" to the national implementation plan.