



Transport
Canada

Transports
Canada

NATIONAL ORGANIZATION TRANSITION IMPLEMENTATION PROJECT
Civil Aviation: In Transition!

I m p l e m e n t a t i o n P l a n

Civil Aviation
RDIMS 1849447

Table of Contents

Chapter 1 – Project Overview	3
1.1 Purpose.....	3
1.2 Background	3
1.3 Objectives	4
1.4 Scope.....	4
1.5 Constraints	4
Chapter 2 - Phase 2	5
2.1 Activity Allocation.....	5
2.2 Determining Number of Operations Directors/Managers	6
2.3 Developing a Human Resource Strategy and Plan.....	6
2.4 Build Transition Team.....	7
2.5 Link with Other CA Initiatives	8
2.6 Transition Organization Structure.....	8
Chapter 3 - Phase 3	10
Chapter 4 – Milestones and Schedule.....	11
4.1 Milestones.....	11
4.2 Schedule.....	11
Chapter 5 - Resources	12
Chapter 6 - Project Organization Structure.....	13

Chapter 1 – Project Overview

This section describes the purpose, background, objectives and scope of the implementation of the National Organization Transition Implementation Project (NOTIP). It will also document any constraints, milestones and decisions achieved to date.

1.1 Purpose

The purpose of the NOTIP Implementation Plan is to provide an overview of the steps that need to be completed to effectively implement the approved organization structures for both the Headquarters and Regions as described in the Organization Design and Review Report. Once approved by the National Civil Aviation Management Executive (NCAMX), the implementation plan will be used by NOTIP organization to manage the project and by the Project Champions/Co-Champions to develop the detailed design plans.

1.2 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. This document describes the plan for the implementation of these changes.

There are three (3) major phases to the implementation of the new organization structure for Civil Aviation. Phase 1 has been completed and resulted in the production of the Organization Design and Review Report.

Phase 2 has been initiated. It includes the Organization Change Proposal (OCP) for the Director level in HQ and the RDCA minus one level in the regions. Phase 2 includes the production of related position descriptions for the executive group and a Human Resource Strategy and Plan. The National Organization Transition Implementation Project (NOTIP) team will also be established at this time.

Phase 3 is the development of Organization Change Proposals (OCPs) for each Branch in HQ and each division in the Regions. It entails all positions within Civil Aviation and its ensuing job descriptions, classification and staffing.

The timelines are as follows:

Phase 1 – completed

Phase 2 – start April 2006 and completed by December 2006

Phase 3 – start January 2007 and completed in 2010

The following provides a description of Phase 2 and 3 recognizing that Phase 2 can be described in some detail while Phase 3 will be described at a high level with a detailed description to be provided at the end of Phase 2.

1.3 Objectives

The objectives of the implementation plan are to:

- Implement the approved Civil Aviation headquarters and regional organization structures described in the Organization Change Proposal;
- Develop the remaining detailed organization structures; and,
- Once approved, implement the detailed structures.

1.4 Scope

The scope of the implementation plan is national and includes headquarters and regional organization structures.

1.5 Constraints

The following is a list of major constraints facing the NOTIP.

- Departmental classification process and requirements may not allow for a timely staffing process.
- Ability to identify, select and maintain Project Champions. The NOTIP requires Project Champions to be volunteered from Regions and Headquarters. Without the Champions the project cannot progress.
- The project is dependent on many other projects and work to be completed. For example, the outputs of IMS, (i.e., the process maps is critical to being able to complete the NOTIP). If difficulties are experienced during the course of IMS, the impacts will be felt by the NOTIP.
- Resources are required to complete this project. If no resources are provided, the project results cannot be achieved.

Chapter 2 - Phase 2

As mentioned, Phase 2 was initiated in April and reflects the Organization Design and Review Report (Phase 1). Phase 2 includes, but is not limited to the following key elements:

- Determine if the activities have been appropriately allocated
- Determine the number of National Operations Directors (HQ) and Operations Managers (within each region)
- Develop an HR Strategy and Plan (including job descriptions for executive positions in the Organization Design and Review Report)
- Establish the NOTIP
- Link with other CA Initiatives (e.g., IMS process mapping)
- Develop the transition structures

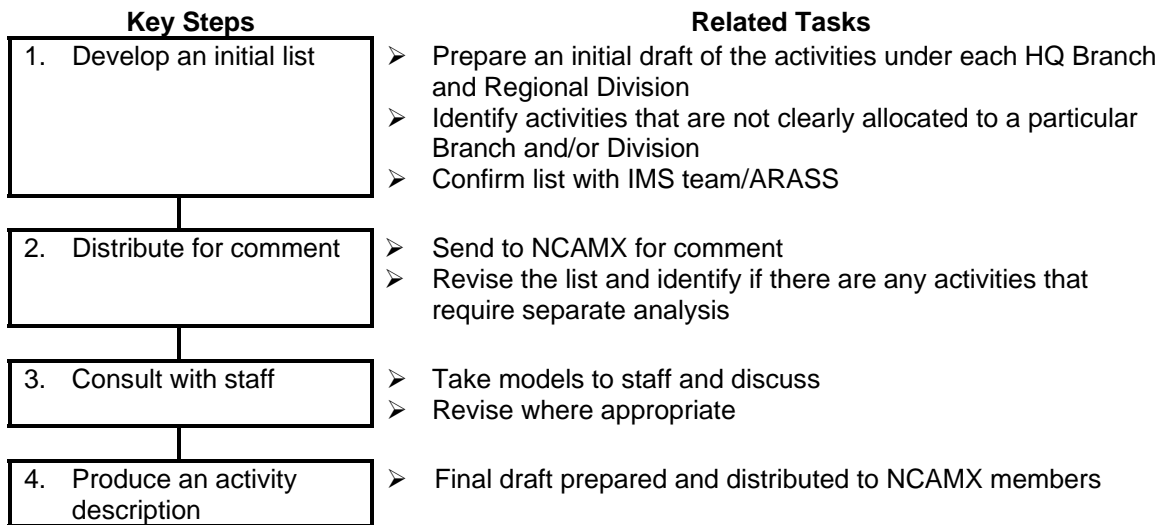
Please note, while the key elements are listed sequentially many will be conducted concurrently. The following models describe the broad steps to be followed in each key element. Again, while the steps are depicted sequentially, some will be conducted concurrently. This reflects the need and the ability to move forward on certain areas while more detailed work is required to complete other organizational areas. Many of these steps also interrelate and will be influenced by other individual outcomes. For example, the number of National Operations Directors and Regional Operations Managers has a direct impact on the HR Plan.

2.1 Activity Allocation

Objective: Finalize the activity descriptions for each HQ branch/regional division.

Scope: HQ and Regions

Approach: Consult with staff to ensure the descriptions are complete. Identify any issues requiring further assessment.



Key Steps	Related Tasks
5. NCAMX meeting	➤ Discuss with NCAMX
6. Revise descriptions	➤ Revise the activity description where appropriate
7. Complete the OCP	➤ Revise the OCP to reflect the activity description

2.2 Determining Number of Operations Directors/Managers

Objective: To determine how many National Operations Directors (HQ) and Operations Managers (Regions) are required.

Scope: HQ and Regions

Approach: Develop criteria and approach based on NCAMX discussions.

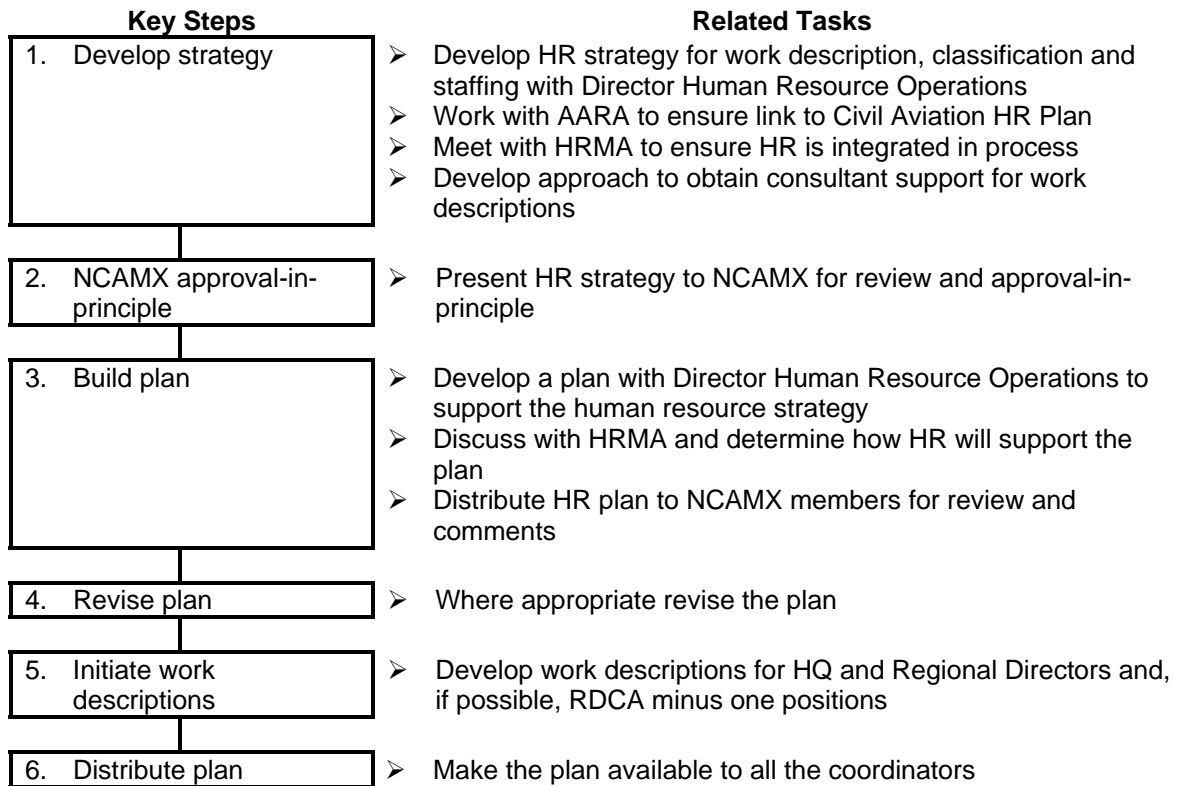
Key Steps	Related Tasks
1. Develop criteria and factors	➤ Prepare initial factors and criteria to be used to determine how many positions are required.
2. Distribute for comment	➤ Distribute to NCAMX for review and comment. ➤ Each region and HQ uses factors and criteria to determine numbers.
3. Submit analysis	➤ NCAMX members receive the report for each region and headquarters
4. Preliminary report	➤ Based on the report from each HQ Director and Regional Directors, preliminary report with findings will be prepared.
5. Workshop	➤ Conduct workshop with NCAMX members to review and determine number of National Operations Directors (HQ) and Operations Managers (Regions).
6. Prepare draft findings	➤ Draft findings submitted to NCAMX for review and comment.
7. Finalize findings	➤ Final package submitted to NCAMX
8. Complete OCP	➤ Update Organization Change Proposal (OCP) to reflect the findings.

2.3 Developing a Human Resource Strategy and Plan

Objective: Develop a Human Resource Strategy and Plan

Scope: HQ and Regions

Approach: Work with HR to develop the plan on a national basis

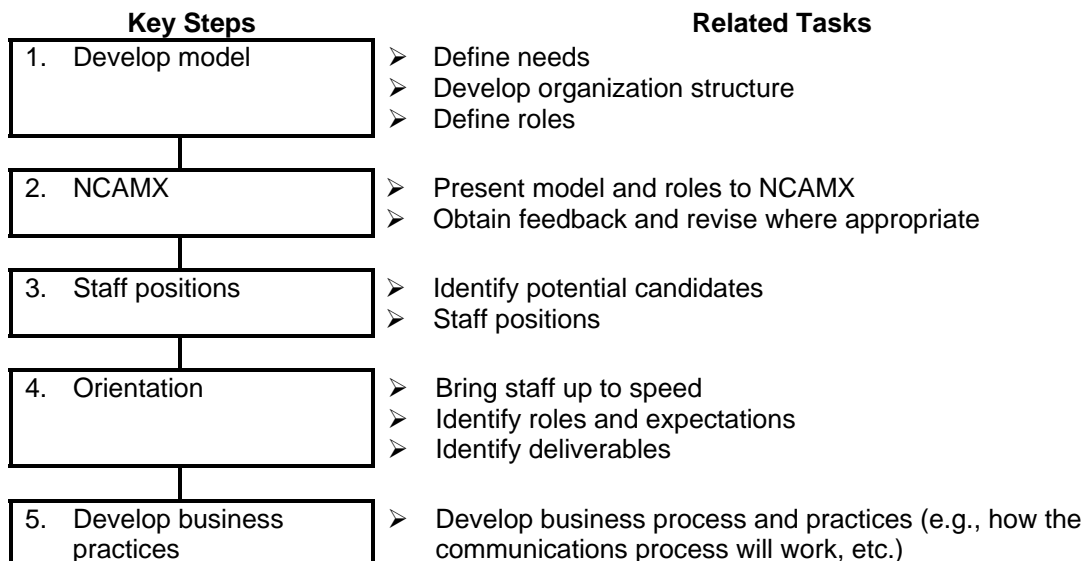


2.4 Build Transition Team

Objective: To build the NOTIP team and processes

Scope: NOTIP

Approach: Define roles, responsibilities and resources and present to NCAMX for approval.



Key Steps	Related Tasks
6. Temporary positions	<ul style="list-style-type: none"> ➤ From time to time obtain assistance from specialist when and as required
7. Develop network	<ul style="list-style-type: none"> ➤ Obtain list from regions/headquarters of the Coordinators ➤ Develop business protocols ➤ Meet with Coordinators to discuss roles, protocols and the implementation plan ➤ Manage the network

2.5 Link with Other CA Initiatives

Objective: Link with Other CA Initiatives (e.g., IMS, SMS process mapping)

Scope: Civil Aviation (HQ and Regions)

Approach: NOTIP Team to identify other CA initiatives and ensure linkage to ensure consistency with and supportive of organization design.

Key Steps	Related Tasks
1. Identify CA Initiatives	<ul style="list-style-type: none"> ➤ Identify other CA initiatives ➤ Identify OPIs ➤ Contact OPIs to schedule meeting
2. Meet with OPI of Other Initiatives	<ul style="list-style-type: none"> ➤ Meet with OPIs and discuss linkages with NOTIP
3. Develop Strategy	<ul style="list-style-type: none"> ➤ Develop strategy to ensure linkages, support and consistency with organization design
4. Meet with OPIs	<ul style="list-style-type: none"> ➤ Meet with OPIs to discuss strategy to ensure linkages, support and consistency with organization design ➤ Identify roles and expectations ➤ Review strategy, if necessary
5. Implement Strategy	<ul style="list-style-type: none"> ➤ Develop business process and practices (e.g. how the communications process will work, etc.)

2.6 Transition Organization Structure

Objective: Develop and monitor transitional structures and ensure the transitional structures are communicated

Scope: Regions and HQ

Approach: This will be ongoing throughout the entire transition. It is not at a detailed level of each individual but rather at the division/branch level in terms of activities.

Key Steps	Related Tasks
1. Transition structure	➤ Develop model to be used to document transitional structure ➤ Develop resource baselines and tracking method for the implementation of transition structures
2. Transition models	➤ Develop transition models for each branch and region ➤ Identify the resources in each section/division
3. NCAMX	➤ NCAMX review and approve the transition models
4. Update as necessary	➤ Update transition models for the branches and regions as necessary ➤ Present updated transition models to NCAMX

Chapter 3 - Phase 3

There are several key projects to be completed in this phase. They are:

- Determine the organization structure to a detailed level
- Complete the job descriptions, classifications and staffing for all Civil Aviation positions
- Refine the processes to ensure they are consistent with the organization structure

The key output from this phase will be the completion of the transition process.

Chapter 4 – Milestones and Schedule

4.1 Milestones

Integration will be required amongst the elements (i.e., Activity Allocation, Number of Operations Directors/Managers, etc.) of the implementation plan. The milestones described below should be viewed as targeted end dates for major milestones. The actual work will be performed concurrently in many cases. For example, work on the number of Operations Directors/Manager will start prior to the completion of the activity allocation element. The following are key milestones dates:

- Approval of Implementation Strategy May 2006
- Approval of NOTIP structure and resources May 2006
- Approval of Implementation Plan May/June 2006
- Completion of Organization Change Proposal Fall 2006
- Completion of Phase 2 Fall 2006
- Completion of Phase 3 Fall 2009

4.2 Schedule

The following provides a schedule including a more detailed breakdown of major activities in terms of start and completion dates.

Phase 2

ID	Phase 2	Start	Finish	Apr 2006				May 2006				Jun 2006				Jul 2006				Aug 2006				Sep 2006			
				2/4	9/4	16/4	23/4	30/4	7/5	14/5	21/5	28/5	4/6	11/6	18/6	25/6	2/7	9/7	16/7	23/7	30/7	6/8	13/8	20/8	27/8	3/9	10/9
1	Activity Allocation	22/05/2006	30/08/2006																								
2	Number of National Operations Director(s) and Operations Managers	22/05/2006	28/07/2006																								
3	Human Resource Strategy and Plan	22/05/2006	30/06/2006																								
4	Transition Team	03/04/2006	30/06/2006																								
5	Link with Other CA Activities	03/04/2006	30/06/2006																								
6	Transition Organization Structure	22/05/2006	20/10/2006																								

Phase 3

ID	Phase 3	Start	Finish	2006			2007												2008												2009								
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
1	Detailed Organization Design	29/09/2006	30/09/2009																																				
2	Work Descriptions	29/09/2006	30/01/2009																																				
3	Processes	29/09/2006	30/07/2009																																				

Chapter 5 - Resources

Based on the preliminary cost estimates, the costs for the project are estimated at approximately \$477,000 for fiscal year 2006-07. The budget breakdown is as follows:

- Salary and wages \$319,337
- Operating expenses \$139,700
- Training \$ 18,000

The salary and wages expense relates to the NOTIP organization structure and having dedicated team members. The operating expenses refer to expenses related to travel, professional services (e.g., work description development), material and supplies, equipment, etc. The training expenses refer to the training that will be offered to various members within the Civil Aviation for the project.

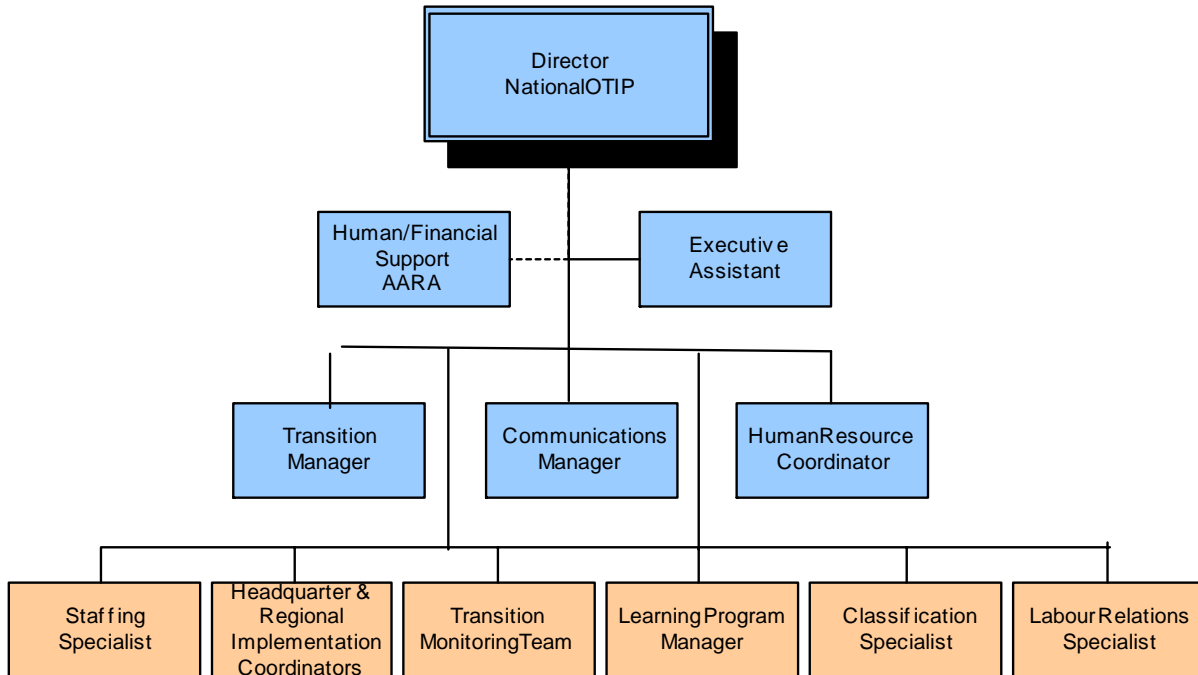
This is a preliminary budget. The more detailed project specific plans, once completed, will allow for more detailed cost breakdown and refinement of the overall budget. The presentation of this budget is therefore to provide a preliminary assessment of what will be required over the rest of the fiscal year.

The Director NOTIP will be responsible for the budget and expenditures against the budget.

As presented in the management framework for the implementation phase, a number of resources will be required to support it, namely: National Implementation Coordinators and Project Champions.

Chapter 6 - Project Organization Structure

The execution of the Implementation Plan will be managed respecting the management framework set out in the Implementation Strategy as well as the NOTIP Team, as depicted below.



As suggested by the final report “Organization Review and Design Study - Civil Aviation”, there are a number of significant impacts. The implementation workload will be significant and complex in the areas of human resources, processes and practices.

To successfully implement these changes, dedicated human resources whose focus and accountability is to implement the recommendations are required. This will support the Director of NOTIP in implementing the proposed structure and support NCAMX members. Human resources will be required on a full time basis throughout the life cycle of the transition where other resources will be required on an “as needed” basis.

The following details the resource requirements. Once the resource requirements have been approved and staffed, a series of projects plans with defined deliverables, timeframes will be developed.

Transition Manager (full-time)

- Assist in the development of NOTIP implementation strategy and associated plans.
- Focal point for all the activities related to the transition to the new organization structure.
- Liaison with national and regional Implementation Coordinators and project teams.
- Monitor status of project and keep Director informed of project status and issues.

Communications Manager (full-time)

- Assist in the development of NOTIP Implementation Strategy and associated plans with emphasis on communications.
- Focal point for all questions / concerns related to NOTIP.
- Liaison with national and regional Implementation Coordinators and project teams.
- Focal point with Implementation Coordinators for communications issues/concerns.
- Liaison with Civil Aviation Corporate Communication groups and the Transition Monitoring Team (TMT).

Human Resource Coordinator (full-time)

- Assist in the development of NOTIP Implementation Strategy and associated plans with emphasis on Human Resource area.
- Develop HR transition plans.
- Liaison with national and regional HR personnel and Implementation Coordinators.
- Monitor Status of HR projects and keep Director informed of project status and issues.
- Liaison with Civil Aviation Corporate HR.

Labour Relations Specialist (as needed basis)

- Assist in the development of NOTIP Implementation strategy and associated plans with emphasis on Labour issues.
- Assist in the development of labour strategies.
- Liaison with Labour issues.

Classification Specialist (as needed basis)

- Assist in the development of NOTIP Implementation strategy and associated plans with emphasis on classification.
- Assist in the development of all work descriptions for EX cadre and employees (existing – new generic).
- Focal point with Implementation Coordinators for classifications issues.
- Liaison with Civil Aviation, Corporate HR and Consultants.

Staffing Specialist (as needed basis)

- Assist in the development of NOTIP Implementation strategy and associated plans with emphasis on staffing.
- Assist in the development of individual staffing strategies for each position.
- Determine the appropriate selection and usage of staffing interventions under the current regime.
- Liaison with Civil Aviation Corporate HR.

Implementation Coordinators (Headquarters & Regions)

- Focal point for activities related to projects within their purview.
- Participating, monitoring and reporting on the status of projects.

- Providing support to their Director and Director of NOTIP for activities related to the transition.
- Keeping project teams up to date on various issues that may impact their projects.

Learning Program Manager (as needed basis)

- Assist in the development of NOTIP Implementation Strategy and associated plans with emphasis on learning.
- Assist in the development of competencies profiles.
- Focal point with Implementation Coordinators and Learning Program Managers for competency issues.
- Liaison with Civil Aviation, Partnership programs and Corporate and Government Learning policies.

Transition Monitoring Team (TMT) (as needed basis)

The TMT would be comprised of a Representative from each branch and region. It would take the pulse of the organization during transition. It would have no decision-making power and is not intended to suggest courses of action. Rather, its purpose is to facilitate upward communication and to monitor the NOTIP processes during the transition phases to provide feedback to the project office, regions and H.Q. colleagues. The TMT would:

- 1) demonstrate that the organization wants to know how things are going for people, by proactively informing and communicating with employees;
- 2) be an effective focus group to review plans or communications before they are announced; and
- 3) provide a point of ready access to the organizations grapevine and so can be used to correct misinformation and counter rumors.