

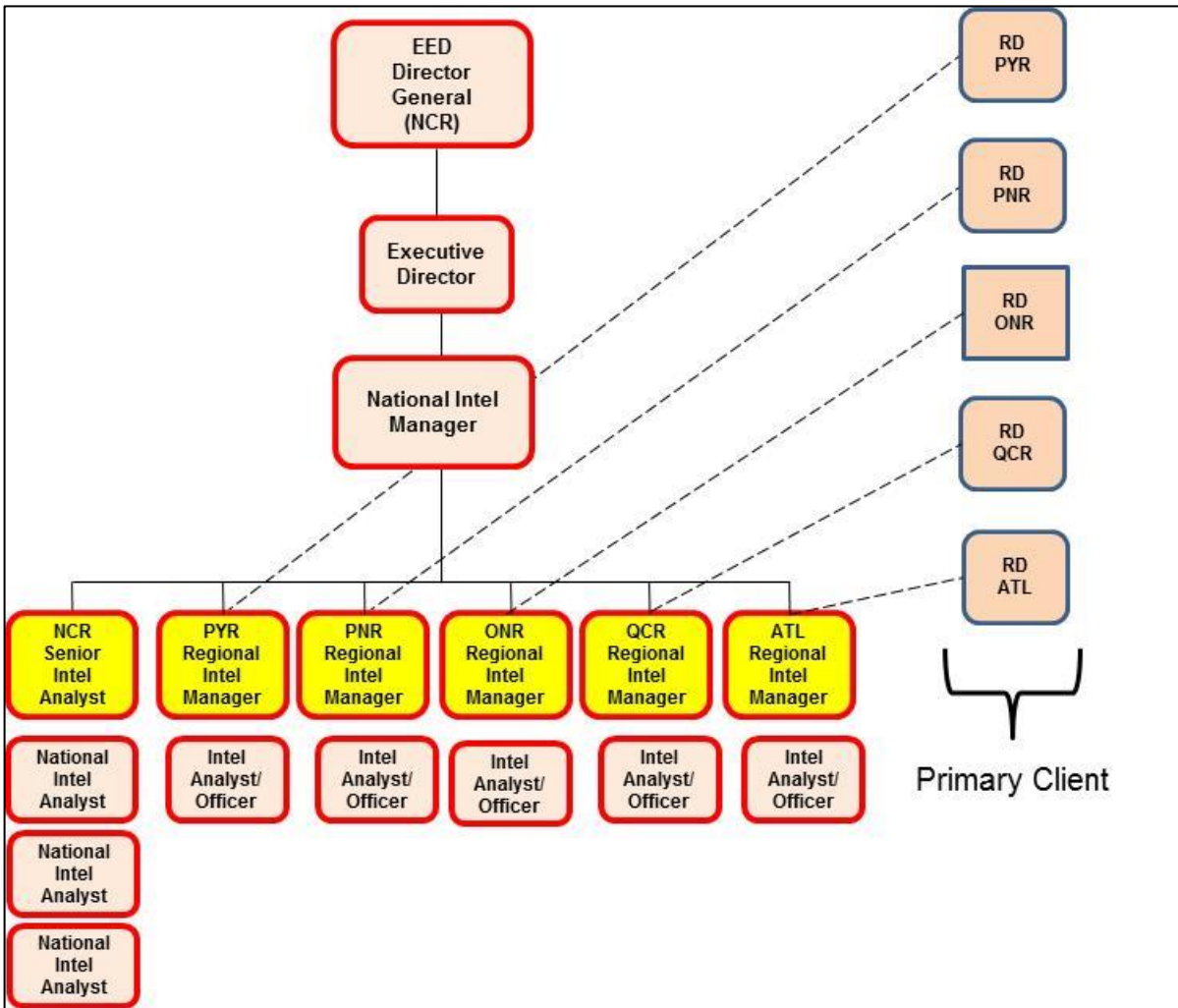
## Governance and Classification Communication Plan

### Organizational Structure

(a) EED: Centralized Structure

#### Key Elements:

New EED Organizational Chart



**National Intelligence Manager (NIM)** – would have overall accountability for all EED intelligence production and activities:

- a. assuring the quality of intelligence products;
- b. ensuring appropriate resourcing of the EED intelligence enterprise;
- c. coordinating of inter-regional intelligence projects;
- d. aligning work with priorities and organizational objectives;

- e. seeking Exec Dir consultation on regional inspection plans; and
- f. staffing and related HR accountability including performance agreements.

Regional Directors, Operations Managers, and Enforcement Officers will still be accountable for making effective use of intelligence and ensuring it is used in a timely fashion (i.e., incorporating intelligence into their decision making, advising intelligence of their requirements, use of properly consulted and documented RFIs, providing feedback, passing along information gathered in the field, ensuring Intel involvement at the RMT)

Rationale:

- A single intelligence group for EED, managed by an intel professional, is required to foster a sense of community and continual improvement amongst members
- Provides a single point of contact/accountability for all EED intelligence issues
- Much of EED's intelligence effort is aimed at information collection at the national level from ECCC databases and "big data" sources, which requires collection coordination at the national level
- Data collection and intelligence usage is less focused on collection at the tactical level and more focused on triaging and collating data available at the national level
- Provides more opportunities for collaboration among intelligence staff in support of Branch and Departmental priorities
- Financial resources can be allocated with more flexibility between intelligence sections to address Directorate/Branch pressures/priorities
- Tactical intelligence will continue, but the results will be better shared and leveraged across the regions

Intel staff will remain in the regions, but report through a Regional Intel Manager to the EED National Intelligence Manager

- Intelligence staff in the region will report to the Regional Intelligence Manager (RIM), the RIMs in turn will report to the NIM. RIMs will approve leave, conduct performance appraisals and develop learning plans for subordinate staff.
- Intelligence staff in the NCR will be overseen a team leader; team leader would report to the NIM. The NIM will approve leave, conduct performance appraisals, manage an EED Intel cost center, and develop learning plans for subordinate staff (RIMs and NCR Team Lead(s)).
- RD will remain a client of the RIM however; tasks and assignments from the RD will be passed through the NIM.
- Collective efforts (collection and analytical) of the intelligence program will be directed to support identified Branch, Directorate and Regional priorities.

(b) WED: Status Quo

Key Elements:

- WED Intelligence org structure does not change
- Overall staffing levels would increase as more funding for Intel Officers (INT Os) and intel staff increased
- Regional Intel Manager position does not change; continues reporting to Regional Director
- National Intel Manager position does not change; continues reporting to Executive Director
- Introduction of new WED Targeting Coordinator position

Rationale:

- While EED will proceed with a new structure, WED will continue their work and observe the reorganization.
- The current form of WED Intel strongly follows the function with tactical intelligence supporting regional operations and strategic intelligence highlighting over-the-horizon issues
- Intel continues to be a key driver behind majority of WED files
- Changes to WED regional Intel or structure risk undermining the progress made over last 2 years

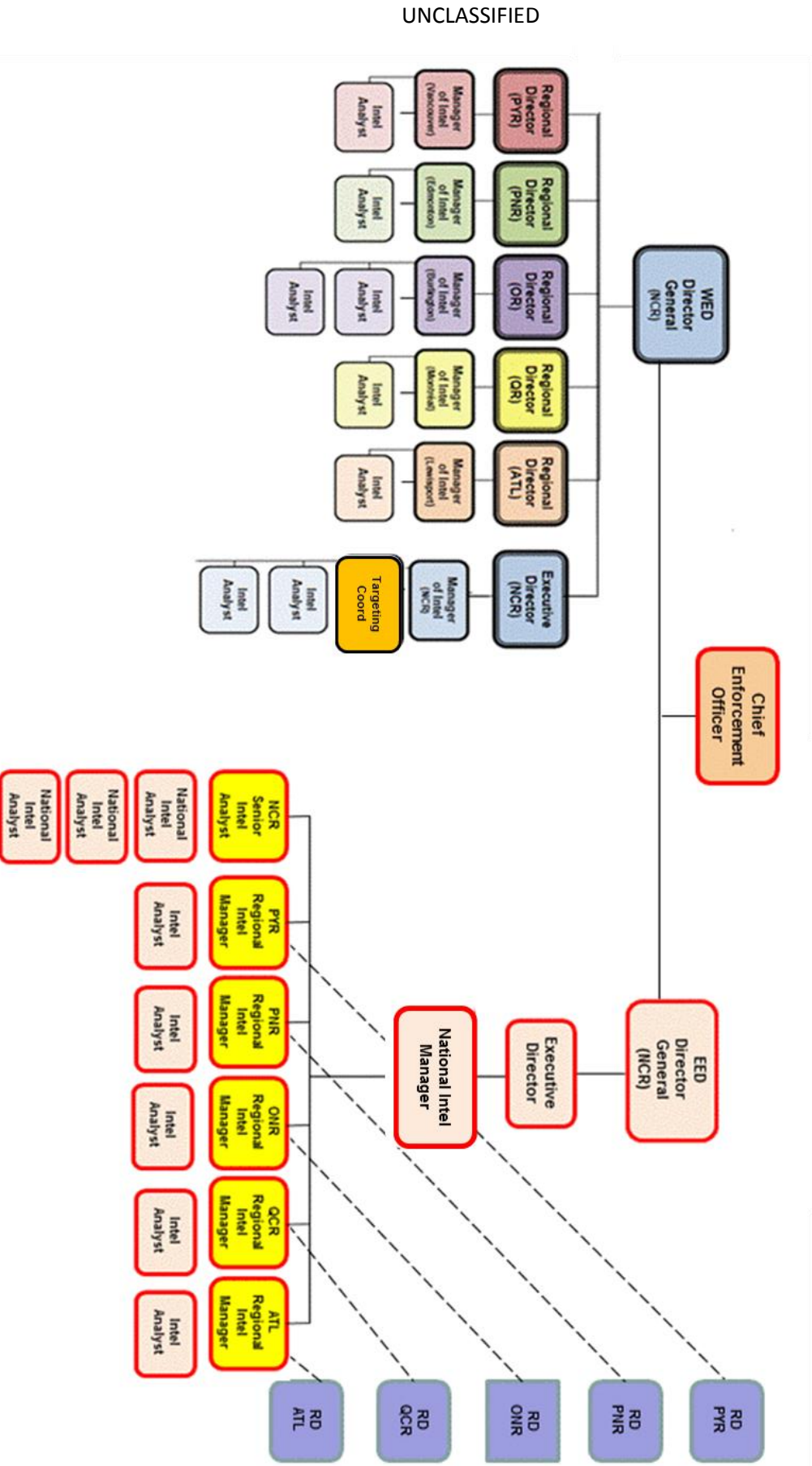
Intel org structure would remain the same in regions, but need to augment regional Intel staff over time:

- Regional Intel Manager would report to RD and manage regional Intel staff
- Intent to have one Intel O in each district as staffing permits
- Second priority to hire and train Intel analysts for all regions
- As the regional intelligence program expands in scope, has a greater impact on regional enforcement strategies, and reaches optimal staffing levels, the revalidation of the Regional Intel Manager classification level may be required

Greater integration of Intel and Ops regionally and nationally will improve results:

- Intel has a voice at the RMT in general, but needs to be universal
- Greater communication between Intel staff and officers will yield better results
- National Intel staff currently do not have the capacity to coordinate inter-regional Intel files
- WED Targeting Coordinator would coordinate inter-regional Intel files and liaise with EED and OGDs

# EB Org Chart Post IRP



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**HUMAN RESOURCES**

**REGIONAL CLASSIFICATION**

**1) Regional Intelligence Manager**

- **Staffing Action:** Non-advertised appointment
- **Current Group and Level:** PM-05
- **New Group and Level:** GT-06

Justification

- A new position was needed, given the side variation in the existing duties and expectations for Intel staff across EB.
- The work description was compared to other similar work descriptions within the Public Service
- Classification is confident that the work description that they scrutinized is accurate and that after analysis came to the conclusion that GT-06 was the appropriate group and level for the Regional Intelligence Manager

**2) Regional Intelligence Analyst**

- **Staffing Action:** Non-advertised appointment
- **Current Group and Level:** PM-04
- **New Group and Level:** GT-05

Justification

- GT-05 Intel analyst will not be a fully designated position (partial designation)
- GT-05 group and level makes at-level assignments with Intel more accessible for officers

**3) Regional Intelligence Officer**

- **Staffing Action:** Non-advertised appointment
- **Current Group and Level:** PM-04
- **New Group and Level:** GT-05

Justification

- GT-05 Intel Officer will be a fully designated position
- GT-05 group and level makes at-level assignments with Intel more accessible for officers

## NATIONAL CLASSIFICATION

### EED

#### 1) National Intelligence Manager (NIM)

- **Staffing Action:** Advertised Process
- **Current Group and Level:** PM-06
- **New Group and Level:** TBD

#### Key elements:

- Creation of a new position with a new work description
- NIM will manage the strategic intelligence team and the Regional Intel Managers
- Intent to create a new position and eliminate the PM-06 once it is vacant

#### Rationale:

- NIM will be responsible for oversight of national and 5 regional intelligence units and will be responsible for 15 or more employees: 5 in HQ, 10 in regions including assignments
- NIM will be managing two lines of Intelligence operation: strategic/national and tactical/regional
- Will be responsible for providing and coordinating EED Intel's contribution to the National Enforcement Plan and Regional Inspection Plans

#### 2) Senior National Intelligence Analyst

- **Staffing Action:** Non-advertised appointment
- **Current Group and Level:** EC-06
- **New Group and Level:** TBD

#### Key elements:

- Senior National Intel Analyst will act as team lead for the strategic team at HQ
- Will require a more "team lead" role for strategic team, including work planning, and performance management

#### Rationale:

- National Intel Manager transitioning to manage regional Intel managers, including HR as well as overall program management
- Senior National Intel Analyst to oversee junior staff and provide quality control of their work; deliver coaching and mentoring to junior staff on research approaches and techniques

### 3) National Intelligence Analyst

- **Staffing Action:** Non-advertised appointment
- **Current Group and Level:** PM-05
- **New Group and Level:** TBD

#### Rationale:

- National Intel Analyst will report to National Intelligence Manager

### 4) Junior National Intelligence Analyst

- **Staffing Action:** Non-advertised appointment
- **Current Group and Level:** PM-04
- **New Group and Level:** TBD

#### Rationale:

- National Intel Analyst would report to National Intelligence Manager
- Will provide an opportunity to attract entry-level candidates and provide for career progression from junior analyst to senior analyst

**WED**

**1) National Intelligence Manager (NIM)**

- **Staffing Action:** Non-advertised appointment
- **Current Group and Level:** PM-06
- **New Group and Level:** TBD

Key elements:

- NIM will manage the strategic intelligence team
- Would coordinate projects and products with WED targeting coordinator to ensure continuity between strategic and tactical intelligence production

Rationale:

- NIM will be responsible for oversight of national intelligence programs
- NIM will be managing one line of Intelligence operation: strategic/national
- Will be responsible for providing and coordinating WED Intel contribution to national level planning

**2) Targeting Coordinator**

- **Staffing Action:** Non-advertised appointment
- **Current Group and Level:** N/A – new position
- **New Group and Level:** TBD

Key elements:

- Creation of a new position with a new work description
- Targeting Coordinator will coordinate regional Intel projects and align regional with HQ Intel
- WED Targeting Coordinator at HQ is proposed to include the following duties:
  - observe and gain situational awareness of major forms of non-compliance in the regions;
  - coordinate inter-regional intelligence collection requirements, production as well as regional-HQ coordinated products;
  - identify intelligence gaps occurring in multiple regions;
  - design collection plans to fill multi-regional intelligence gaps
  - contribute to the ongoing development of ECIS;
  - identify linkages between regional intelligence files that may become national in scope;
  - identify trends for non-compliance within different regions, commodities, and communities;
  - coordinate intel sharing between regions; and
  - liaise with OGD intel organizations to share information and improve national targeting capability.

Rationale:

- HQ Intel staff currently do not have the capacity to coordinate regional Intel files for the regions in addition to producing strategic intelligence; WED Targeting Coordinator at HQ will take on the coordination function
- National Intel Manager will be responsible for strategic intelligence at HQ
- Both will be responsible for providing and coordinating WED Intel contribution to WED Annual Enforcement Strategy



## 2) WED Senior National Intelligence Analyst

- **Staffing Action:** Non-advertised appointment
- **Current Group and Level:** PM-05
- **New Group and Level:** TBD

### Key elements:

- Will require senior analyst to take a more senior role for strategic team, including peer review and mentoring to junior staff on research approaches and techniques

### Rationale:

- Senior National Intel Analyst can be used to help coordinate larger HQ/strategic projects and products

## 3) National Intelligence Analyst

- Staffing Action: Non-advertised appointment
- Current Group and Level: PM-04
- New Group and Level: TBD

### Rationale:

- National Intel Analyst will report to National Intelligence Manager
- Will help attract and retain better candidates and provide for career progression from entry-level analyst to senior analyst

## COMMUNICATION PLAN

### Core Key Messages

#### Impact on employees

- There will be no job losses as a result of the change in organizational structure in the regions or at HQ and no Work Force Adjustment.
- The EED NIM position will be filled through an advertised process
- Following extensive consultation with RDs and RIMs, there will be some significant organizational changes in EED, which will impact some of your reporting relationships and/or responsibilities.
- The transition to the new org structure in EED will take time to fully implement; we ask for your patience as the new reporting relationships are introduced and operationalized
- We know that change is not always easy; we understand and encourage you to talk to your supervisor and/or union rep (CAPE).
- We have worked closely with human resources throughout this process. They have reviewed and validated positions against the new organizational structure.
- In the spirit of union management collaboration we have also informed our unions of these upcoming changes in our workforce.
- Our employees are a very important part of making these changes successful and we always welcome your feedback.

Why?

- The Enforcement Branch has two distinct lines of operations - the governance structure that has been selected and will be different for WED and for EED given these distinct lines of operations.
- WED identified that changing the org structure would risk undoing the progress made by Intel over the last two years. The existing structure is meeting operational requirements.
- With these changes, we will be better positioned to generate intelligence so that we can better deliver on our priorities and on the mandate of the Department.

Overall

- This is an exciting time for Intelligence in the Enforcement Branch. With the completion of the Intelligence Renewal Project (IRP), Intelligence can now transition to “business as usual” and continue to provide decision-quality products and support to its clients.
- The new Strategic Direction and the realignment of our organizational structure is the result of analysis, discussion and careful planning, it will better position us to deliver our mandate.
- EB has always had a tradition of teamwork, cooperation and flexibility in times of change. We have an opportunity now to work together to better achieve meaningful conservation and environmental outcomes.
- EB Intelligence is made up of a highly competent and dedicated staff. We are confident that we can move forward on implementing our new strategic directions as a team.

## QUESTIONS AND ANSWERS

What is our new organizational structure? Overall? Regionally?

- Functional organization charts are attached.

Why are the groups and levels of the HQ intelligence staff not being identified?

- The organizational structure for EB Intelligence is finalized and the groups and levels of the regional intelligence positions are also finalized.
- The group and level of HQ intelligence positions are currently under review.
- The decision to share the new org structure and regional classifications is consistent with my commitment to inform you of key decisions in a timely manner. Once decisions on group and level of HQ positions are made, it will also be communicated in a timely fashion.

Why is EED Intel being reorganized while WED Intel is not?

- EED and WED need organizational structures that directly meet their unique needs.
- Collection and tactical intelligence will still be important elements of the EED model, but the new structure will:
  - facilitate a broader perspective on pollution crime;
  - support cooperation across regions; and
  - ensure that intelligence analysis plays a central role in the NEP and regional inspection plans.
- A change in the reporting relationships for EED intel staff will best position intelligence to support EED's needs.
- WED Intel is not being restructured, but a coordinator position is being added in HQ.

Will any jobs be lost as a result of the change in governance or classification?

- There will be no job losses or work force adjustment associated with the change in governance or classification.
- There will be organizational changes, which will impact some of your reporting relationships and/or responsibilities. For EED, the full transition to the new structure will take time allowing for adjustments to be made if necessary.

Why were the Regional Intelligence Managers classified GT-06 and not GT-07?

- Input was received from intelligence staff, regional directors, and EB management to arrive at the new work descriptions.
- The classification process involves taking benchmark activities that are part of the work description.
- These activities, depending on their breadth and scope for supervision, where the job takes place, how much specialized knowledge is needed, and impact on the regional enforcement strategy, earn points that all go towards a total.
- The final result of GT-06 was based on scoring of a number of factors:
  - Knowledge
  - Technical responsibility
  - Responsibility for contacts
  - Concentration
  - Physical Effort
  - Environment & Hazards
  - Supervision

Why was the GT group chosen for the Regional Intelligence Manager?

- The work description was compared to other similar work descriptions within the Public Service inventory
- The most similar came from the GT category (DFO, Parks Canada)
- The law enforcement aspect of the position was a key factor in selecting the GT category

How far back will people be eligible to receive back pay?

- Intel personnel will receive back pay. EB management is working with HR to determine the specific start date.

When we classify our regional Intel staff with the new work description, how long will it take for them to get their money?

- All efforts will be made to work with the Pay Centre to ensure employees are paid in a reasonable amount of time.

Where can I go to discuss these changes and what they mean for me?

- You can discuss these organizational changes with your supervisor/manager, your Regional Director, the EB Management team or your union rep.
- We value the professionalism, skill and dedication of our EB Intelligence staff.

Will this reorganization have an impact on the employee's day to day job in terms of duties and responsibilities?

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- There will be some changes to the employees' day to day activities. The changes will be different for each employee including:
  - New reporting relationships for RIMs in EED
  - Different priorities for regional intelligence teams in EED
  - WED will have a targeting coordinator at the national level
  - There will be more interaction between the regions and HQ in WED

How will the new classification exercise be undertaken?

- For each intelligence member, their immediate supervisor or RD will assess their competencies and experience against the SOMC for the new positions. If the member has fulfilled the requirements as laid out in the SOMC, they will be appointed in the new position.

If the delegated person determines that an employee does not meet competencies/experience of the new level, what will happen with that employee?

- There will be no job losses as a result of this re-organization. Employees will be assessed against the SOMC for their position through a side by side comparison by their immediate supervisor or RD. In the event an employee does not meet the criteria as laid out in the SOMC, they will remain in their current position at their current group and level.

What are the next steps for regional Intel staff?

- The next steps will include:
  1. Create of the GT-06 Intelligence Manager positions base on the new Job Description
  2. Launch Non-Advertised staffing process to fill the new positions, which includes
    - a. Develop a SOMC
    - b. Assess individuals against the SOMC
    - c. Appoint the individuals to the new positions
  3. Send appointment letters and new work descriptions to employees for signature
    - a. Employees can request the work description rationale at this time through their managers