



CLASSIFICATION STANDARD

**COMMERCE GROUP**

**ADMINISTRATIVE AND FOREIGN SERVICE CATEGORY**

Classification Standard

Commerce Group

RECORD OF AMENDMENTS

Amendment No.	Date	Inserted by	Remarks
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## INTRODUCTION

This standard describes the plan to be used to classify positions allocated to the Commerce Group. It consists of an introduction, definitions of the Administrative and Foreign Service Category and the Commerce Group, factor definitions and characteristics, degree descriptions and bench-mark position descriptions.

The ultimate objective of job evaluation is the determination of the relative values of jobs in each occupational group. A classification plan of five levels, representing significant differences in the difficulty of the work, has been established for this group. Jobs assigned to a given level are regarded as being of equal difficulty.

### Factors

The evaluation of positions and their assignment to a classification level will be determined by the application of five factors, which are:

- Kind of Assignments
- Complexity of Work
- Professional Responsibility
- Management Responsibility
- Impact of Recommendations and Activities

The factors selected describe all features of the work assigned to positions allocated to the group. A definition and a list of factor characteristics are included for each factor. The characteristics indicate the features of the work that are to be considered when evaluating a position under a particular factor. Each characteristic describes the lowest and the highest requirement. The factor characteristics serve to ensure that full consideration is given to all features of the work of a position in terms of both the quantitative and qualitative aspects of the work.

Because of the nature and diversity of jobs in this group it was not considered possible to produce meaningful definitions for all degrees of the factors that would describe and distinguish the increasing difficulty of the work from the lowest to the highest degree. As a result, degree definitions are included for the first, third and fifth degrees only. These degree descriptions highlight the features of the work that will be found in most positions at these degrees. The degrees of each factor are illustrated by one or more bench-mark position descriptions.

### Bench-mark Positions

Bench-mark position descriptions exemplify the degrees of each factor and the five levels of the classification plan. Each bench-mark consists of a descriptive title, a brief summary, a statement of the principal duties with the percentage of time devoted to each, and specifications describing the features of the work of the position in terms of the characteristics of each of the five factors. The

specifications exemplify the application of the evaluation plan to the duties and responsibilities of the bench-mark position and indicate the degree assigned to the position for each factor. A classification level is assigned to each bench-mark position.

#### Use of the Standard

There are six steps in the application of this classification standard.

1. The position description is studied to ensure understanding of the position as a whole and of the nature of the duties and responsibilities as they relate to the characteristics of each factor. The relationship of the position being studied to positions above and below it in the organization is also studied.
2. Allocation of the position to the category and group is confirmed by reference to the definitions and the descriptions of inclusions and exclusions.
3. A degree under each factor is tentatively assigned to the position being evaluated by considering the duties and responsibilities of the position in relation to the range described for each factor characteristic and the degree description for the factor; and determining that the difficulty of work is equal to, or greater or less than a degree that is described. The features of the work of the position being evaluated should be related to the degree description as a whole in its total context, not to isolated words or phrases.
4. The degree tentatively assigned is confirmed by comparison with the bench-mark position descriptions.
5. The level of the position is determined by the degree that has been assigned to the position for at least three of the five factors.  
When one degree does not predominate, raters are to compare the total job with the bench-mark position descriptions and determine the level that best corresponds on the whole with the duties and responsibilities of the position.
6. The position is compared with bench-mark position descriptions that have been assigned to the same level, as a check on the validity of the level selected.

CATEGORY DEFINITION

Occupational categories were repealed by the Public Service Reform Act (PSRA), effective April 1, 1993. Therefore, the occupational category definitions have been deleted from the classification standards.

GROUP DEFINITION

For occupational group allocation, it is recommended that you use the [Occupational Group Definition Maps](#), which provide the 1999 group definition and their corresponding inclusion and exclusion statements. The maps explicitly link the relevant parts of the overall 1999 occupational group definition to each classification standard.

Minimum Qualifications,

Either university graduation or demonstrated capacity to perform the duties of the position combined with the ability normally required to complete secondary school education. For specific jobs, the application of knowledge, principles, or skills specific to a comprehensive body of knowledge or profession may be mandatory.



GLOSSARY OF TERMS

"Policy" refers to a declaration of aims and intent established by legislation or ministerial authority to guide future courses of action.

"Program" refers to the general plan designed to achieve the objectives determined by a department or agency to meet the aims and intent of policy.

"Project" refers to a unit of work for which objectives have been defined and which is circumscribed by budgetary controls, time limits and the availability of resources.

"Continuing assignments" refers to tasks or investigations, usually of a straightforward nature, occurring in a pattern or in repetitive cycles.

"Activities" refers to the different actions taken in performing the duties of a position such as planning, supervising, analyzing and advising.

"Supervisory responsibility" refers to the responsibility for controlling, training or assessing performance of other employees and for planning, directing and ensuring satisfactory completion of their work. The following terms describe the kinds of supervisory control:

Under Supervision - This term describes the greatest amount of supervision and control. The employee's assignments, his work objectives and the detailed procedures to be followed are prescribed. However, he is responsible for selecting and applying the appropriate procedures after having become thoroughly familiar with the duties and responsibilities of his position.

The word "supervision" does not imply that the employee works under constant surveillance but does imply that each stage of his work is reviewed and checked. Because he is trained in the work the employee is presumed to be able to recognize instances that are out of the ordinary and upon which he should obtain advice or further instruction.

Under General Supervision - This term describes a control that is general and does not intimately bear upon the details of the employee's work. The employee is accountable for accomplishing the prescribed objectives, with freedom from control or oversight while work is in process. The employee is expected to solve most problems of detail, except those of an unusual nature, that come up in the course of his work. His work is generally reviewed on completion for adequacy and compliance with instructions.

Under Direction - This term describes the supervision exercised over a person who has been directed to achieve a definite objective. The organization of the work and the methods of producing the desired results are his responsibility. He is expected to overcome all problems of a technical or subject-matter nature and to solve such general problems as are governed by the plans, directives, procedures, and purposes of his area of work. On general problems of wider scope he is expected to consult his colleagues and seek advice from superiors. Although making no decisions that directly affect a departmental program, there may be a requirement to make recommendations on long-range planning as it relates to his area of work.

Under General Direction - This term describes a very broad supervisory control over a person, which takes the form of consultation and discussion with other senior officers on general management matters. Decisions in respect of expenditures of substantial amounts and the approval of budgets for designated activities within the organization are his responsibility, and he normally contributes to policy formulation and long-term management planning. Review of the work takes the form of an assessment of the reports he writes, of the proposals he makes, and of the efficiency of the operation he controls. He normally reports to the deputy minister or an assistant deputy minister.

FACTORS COMMERCE GROUP

KIND OF ASSIGNMENTS

COMPLEXITY OF WORK

PROFESSIONAL RESPONSIBILITY

MANAGEMENT RESPONSIBILITY

IMPACT OF RECOMMENDATIONS AND ACTIVITIES

KIND OF ASSIGNMENTS

This factor is used to evaluate the difficulty of the work in terms of the scope of investigational, promotional and administrative assignment for the development and regulation of industry, commerce and export trade; the variety of tasks; the objectives established by others; and the extent of the planning

When evaluating positions under this factor, raters are to consider the following characteristics:

The scope of assignment, ranging

- from a part or phase of projects or continuing assignments requiring limited investigation, promotion or administration,
- to assignments being conducted simultaneously. These assignments may vary from limited participation in a restricted area of work through to extensive participation in a complex area of work specialization.

The variety of assignment, ranging

- from a succession of assignments closely resembling one another in most aspects,
- to a broad spectrum of assignments different from one another in most aspects.

The objectives established by others for the conduct of the work, ranging

- from objectives and instructions provided for each activity,
- to objectives described in terms of policy.

The extent of planning and development required, ranging

- from planning the approaches and use of techniques in performing straightforward assignments,
- to planning, coordinating and implementing one or more programs and contributing to the formulation of policy.

KIND OF ASSIGNMENTS

Degree	Bench-mark Position Descriptions	
	No.	Page
<p>The work consists of segments of projects or is part of continuing or recurring investigational, promotional and administrative assignments. The work has objectives that are stated in detail, and results are integrated into the framework of projects or continuing assignments.</p>	1	1 Agricultural Reporting Officer., International Commodities 22
		2 Industrial and Trade Development Officer, Wood Products Br. 27
		3 Industrial and Trade Development Officer, Materials Branch 32
		5 Examiner of Financial Institutions 41
		4 Industrial and Trade Development Officer, Chemical Br. 36
<p>The work consists of in-depth assignments in a particular area of work specialization. Assignments are diverse, have objectives that are stated only in general terms related to the problem to be solved, and require initial planning and development.</p>	3	6 FRED Plan Administrator 47
		7 Chief, Industrial Chemicals Division, Chemicals Branch 55
		8 Chief, Manufacturing Division, Combination Branch 61
<p>The work consists of a broad spectrum of assignments in a number of areas of work specialization or in-depth activities in one area of work specialization and its related fields. Assignments are stated in terms of policy objectives and require a high degree of initial planning and development to implement the objectives</p>	5	9 Director, Apparel and Textiles 67

### COMPLEXITY OF WORK

This factor is used to evaluate the difficulty of the work in terms of the demands for the applications of the theories, principles, approaches, methods and techniques peculiar to the area of work specialization to problems in a particular area or a number of areas of work and the requirement to communicate with others.

When evaluating positions under this factor, raters are to consider the following characteristics:

The use of approaches, methods and techniques, ranging

- from applying established methods and techniques that are sufficient to meet the requirements of the assignment,
- to modifying or developing, and applying new approaches, methods and techniques to meet the requirements of the most complex assignments.

The difficulty of obtaining information and data, ranging

- from the selection and use of readily available information and data,
- to the seeking out and identification of obscure sources of information and data.

The subtlety of the variables involved and the type of interrelationship ranging

- from an assignment having a few variables with limited interrelationships,
- to an assignment having a large number of variables where the interrelationships are complex and difficult to define and quantify.

The effect of the activities of others on the work, ranging

- from assignments where the need to co-ordinate the work with others and to consider the implications of the activities of others on the work is limited,
- to assignments where the need to co-ordinate the work with, and to consider the implications of the activities of other organizations complicates the work.

The requirement to communicate with others ranging

- from discussions with persons having similar interests, for the purpose of exchanging information,
- to confrontation discussions with persons representing conflicting interests, for the purpose of reaching agreement affecting one or more departmental programs.

The required theoretical and subject-matter knowledge, ranging

- from a knowledge of the relevant theories, principles, methods and techniques coupled with a requirement for continuing study in order to remain current in the area of work specialization,
- to knowledge acquired through extensive formal and informal study at the postgraduate level required to maintain a comprehensive knowledge of the work specialization, and of legislation, policies and regulations governing departmental and other related government programs.

COMPLEXITY OF WORK

Degree	Bench-mark Position Descriptions	Page
<p>The work requires the use of established methods and techniques which may require some adaptation or modification. Source data is readily available. There are variables to be considered but the inter-relationships are usually apparent. The work occasionally requires co-ordination with others outside the organizational unit. The work requires a knowledge of the relevant theories, principles, methods and techniques in an area of work specialization. The work requires knowledge of the related regulations and objectives of the department.</p>	No.	
	1 Agricultural Reporting Officer, International Commodities	23 23
	2 Industrial and Trade Development Officer, Wood Products Branch	28
	3 Industrial and Trade Development Officer, Materials Branch	32
	5 Examiner of Financial Institutions	41
	2	
<p>The work requires adaptation and modification of methods and techniques and the development of new and unique approaches to the solution of problems. Information and data is not readily available. The interrelationships of variables are revealed only through intensive analysis. The work is normally co-ordinate with others outside the organizational unit, and requires consideration of the implications of their objectives. The work requires a thorough knowledge of the theories, principles, methods and techniques of a specialized area of work obtained through formal and informal postgraduate study. A comprehensive understanding of the broad aspects of the departmental and other related government programs is also required.</p>	4 Industrial and Trade Development Officer, Chemicals Branch	37
	6 FRED Plan Administrator	48
	8 Chief, Manufacturing Division, Combination Branch	62
	4	
<p>The work requires developing new and unique approaches to the solution of complex problems. Information usually involves many variables which require extensive investigation to identify and confirm. The work is normally co-ordinate with senior officials outside the organizational unit, and requires consideration of the implications of their objectives. The work requires an authoritative knowledge of the resources, precedents, practices and available information and data within the area of work specialization and related areas, and a comprehensive knowledge of legislation, policies and regulations governing the departmental and other related government programs.</p>	7 Chief, Industrial Chemicals Division, Chemicals Branch	56
	9 Director. Apparel and textiles	68
	5	

### PROFESSIONAL RESPONSIBILITY

This factor is used to evaluate the difficulty of the work in terms of the *responsibility for the definition of problems*, the planning and conduct of assignment, and the analysis of *interpretation of findings*.

When evaluating positions under this factor, raters are to consider the following characteristics:

Responsibility for the definition of problems, ranging

- from indicating problems, expected variables and sources of precedents,
- to defining difficult problems and developing hypotheses and detailed analyses.

Responsibility for the planning and conduct of assignment, ranging

- from assignments where superiors provide guidance to ensure the correct use of approaches, methods and techniques,
- to assignments where there is full responsibility for determining the approaches to be used to achieve departmental objectives.

Responsibility for the interpretation of findings, ranging

- From the presentation of the results of studies for review and approval by superiors,  
to full responsibility for the analysis and interpretation of complex information and data involving subtle relationships and resulting in authoritative and final conclusions.



PROFESSIONAL RESPONSIBILITY

Degrees	<i>Bench-mark</i>	Position Descriptions	Page
<p>Incumbents are responsible for analyzing information and data, recognizing significant variables, relationships and trends, and presenting results of studies for review and approval by superiors. Judgment is required in ensuring conformity with the objectives of projects or <i>continuing</i> assignments.</p>	1	1 Agricultural Reporting Officer, International Commodities	23
	2	2 Industrial and Trade Development Officer, Wood Products Branch	28
	3	3 Industrial and Trade Development Officer, Materials Branch	33
	4	4 Industrial and Trade Development Officer, Chemicals <i>Branch</i>	38
	5	5 Examiner of Financial <i>Institutions</i>	42'
<p>Incumbents are responsible for defining problems, determining assignments to be undertaken and for <i>planning</i> the approaches to meet objectives. Incumbents are responsible for the analysis and interpretation of findings and for proposing solutions to complex problems for the approval of management.</p>	3	6 FRED Plan Administrator	49
	7	7 Chief, Industrial Chemicals Division Chemicals Branch	56
	8	8 Chief, Manufacturing Division, <i>Combination</i> Branch	63
<p><i>Incumbents</i> are responsible for initiating, <i>planning</i> and conducting <b>investigational</b>, promotional or administrative assignments which contribute significantly to the development of departmental programs. Incumbents assume full responsibility for solving difficult problems. Analyses and interpretations represent authoritative and final <i>conclusions</i>.</p>	4		
	5	9 Director, Apparel and Textiles	69

MANAGEMENT RESPONSIBILITY

This factor is used to measure the difficulty of the work in terms of responsibilities; for the effective use of human, financial and physical resources; the retention of consultants; the improvement of the organization structure; the improvement of the administration methods and techniques; and the administrative co-ordination of activities with other branches, departments or agencies of the federal Government, other governments, industrial firms and commercial firms

When evaluating positions under this factor, raters are to consider the following characteristics:

Responsibility for the effective use of staff, ranging

- from assigning work to support staff,
- to the selection, allocation, direction, training and development of a large number of officers and support staff, establishing management objectives, and evaluating subordinate managers on the basis of their effectiveness in developing subordinates.

Responsibility for physical and financial resources, ranging

- from the effective use of office services and equipment,
- to the effective use of space, the preparation and administration of a budget, and the allocation of funds.

Responsibility for retaining consultants,\* ranging

- from advising superiors concerning the need for consultants,
- to determining terms of reference, negotiating fees, and selecting consultants.

Responsibility for the organization structure, ranging

- from organizing support services to undertake specific assignments,
- to planning, recommending and implementing changes and improvements in the *organization* and management structure to meet the current and forecast departmental requirements.

Responsibility for improving administrative methods and techniques in the organization components, ranging

- from recommending improvements in methods and techniques,
- to keeping informed of new developments in methods, techniques and equipment that will help to improve the efficiency and effectiveness of the component, and recommending and implementing improved methods and techniques.

Responsibility for the administrative co-ordination of work performed for, or in conjunction with *other branches, departments or agencies* of the Federal Government, other governments, industrial firms and commercial *firms*, ranging

- from coordinating tasks with management personnel in other branches within the department,
- to coordinating the completion of interdepartmental programs or inter-governmental or government/industry discussions, arrangements and agreements.

MANAGEMENT RESPONSIBILITY

Degrees	Bench-mark Position Descriptions	Page
<p>Incumbents are normally responsible for assigning work to support staff or planning and arranging for data processing and other support services.</p>	No.	
	1	24
	2	29
	3	33
	4	38
<p>Incumbents are responsible for controlling physical and financial resources and for directing officers and support staff. <i>They</i> are responsible for recommending the retention of outside consultants, coordinating functions with those of other branches of the department or industrial and commercial firms, and recommending and implementing administrative improvements and modifications in methods and techniques.</p>	5	42
	6	49
<p>Incumbents are responsible for <i>planning</i> and directing programs, directing a large number of officers and support staff, preparing and administering a budget and allocating funds. Incumbents are responsible for advising senior departmental management on the feasibility of proposed programs and for coordinating interdepartmental programs or <i>intergovernmental</i> or government/industry discussions, <i>arrangements</i> and agreements.</p>	8	64
	7	57
<p>Incumbents are responsible for <i>planning</i> and directing programs, directing a large number of officers and support staff, preparing and administering a budget and allocating funds. Incumbents are responsible for advising senior departmental management on the feasibility of proposed programs and for coordinating interdepartmental programs or <i>intergovernmental</i> or government/industry discussions, <i>arrangements</i> and agreements.</p>	9	69
	5	

IMPACT OF RECOMMENDATIONS AND ACTIVITIES

This factor is used to measure the importance of the work in terms of both the qualitative and quantitative impact of recommendations and activities affecting the population of the country, industrial and commercial operations, the economic development of geographic areas and departmental work.

When evaluating positions under this factor, raters are to consider the following characteristics:

The impact of recommendations and activities affecting the population of the country., ranging

- from a geographic, ethnic or other specialized segment of the population, - to the total population of Canada.

The impact of recommendations and activities on an industrial or commercial process, operation or product, *ranging*

- from information and results affecting a minor operating method,
- to decisions and recommendations affecting the development, initiation and continuation of industrial or commercial matters.

The impact of recommendations and activities affecting the economic development of areas, ranging

- From a limited geographic area,
- to a major part of Canada, and sometimes involving significant international implications.

The impact of recommendations and activities on departmental work, ranging

- from information and results affecting the conduct of projects or *continuing* assignments,
- to decisions and recommendations affecting the initiation, *continuation*, development and conduct of one or more departmental programs.

IMPACT OF RECOMMENDATIONS AND ACTIVITIES

Degrees	Bench-mark Position Descriptions	Page
<p>Recommendations and advice can affect a small specialized segment of the population, minor industrial or commercial operating methods, the economic development of a limited geographic area of the country or the conduct of projects or continuing assignments.</p>	No	
	1	24
	1	33
	2	29
	2	38
<p>Recommendations and advice can affect large special interest groups of the population, contribute significantly to the development of industrial or commercial processes or operations, can affect the economic development ,of a major geographic area of the country and can affect the development of departmental work.</p>	3	50
	7	58
	4	64
<p>Recommendations and advice can affect the total population of the country, have substantial consequences for major industrial or commercial matters, can affect the economic development of a major part of the country and affect the initiation and continuation of departmental programs.</p>	5	70
	9	70

BENCH-MARK POSITION DESCRIPTION INDEX

In Ascending Order of Level

<u>LEVEL</u>	<u>BENCH-MARK POSITION NO.</u>	<u>BENCH-MARK POSITION DESCRIPTION</u>	<u>PAGE</u>
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2	2	Industrial and Trade Development Officer, Pulp and Paper Division, Wood Products Branch, Department of Industry, Trade and Commerce	25
2	3	Industrial and Trade Development Officer, Non Ferrous Metals Division, Materials Branch, Department of Industry, Trade and Commerce	30
2	4	Industrial and Trade Development Officer, Fertilizer and Inorganic Chemicals Section, Industrial Chemicals Division, Chemicals Branch, Department of Industry, Trade and Commerce	34
2	5	Examiner of Financial Institutions, Department of Insurance	39
3	6	FRED Plan Administrator, Implementation Division, Department of Regional Economic Expansion	44
4	7	Chief, Industrial Chemicals Division, Chemicals Branch, Department of Industry, Trade and Commerce	52
4	8	Chief, Manufacturing Division, Combination Branch, Department of Consumer and Corporate Affairs	59
5	9	Director, Apparel and Textiles Branch, Department of Industry, Trade and Commerce	66

## BENCH-MARK POSITION DESCRIPTION INDEX

In Alphabetical Order

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Industrial and Trade Development Officer, Non-Ferrous Metals Division, Materials Branch, Department of Industry, Trade and Commerce	3	30
Industrial and Trade Development Officer, Pulp and Paper Division, Wood Products Branch, Department of Industry, Trade and Commerce	2	25

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 1

Level:1

Descriptive Title: AGRICULTURAL REPORTING OFFICER,  
INTERNATIONAL COMMODITIES

Summary

Under the supervision of the Director, Agriculture, Fisheries and Food Products Branch, Department of Industry, Trade and Commerce, solicits, collects and analyzes market and trade information on agricultural commodities; provides market and trade information on agricultural commodities to the department, other federal government departments, foreign governments, provincial governments and private industry; assists in the administration of the International Coffee Agreement and the International Sugar Agreement; and performs related duties.

Duties

% of time

- Solicits, collects and analyses market and trade information on agricultural commodities
  - by recommending revisions in the schedule and instructions for agricultural reporting by Trade Commissioners <sup>L.A.A.</sup>posts abroad,
  - by corresponding with the Trade Commissioner Service posts abroad to solicit the submission of agricultural reports,
  - by analyzing all agricultural reports submitted by Trade Commissioners in posts abroad to identify Canadian import and export opportunities,
  - by collecting and reviewing current data published by the Food and Agriculture Organization of the United Nations, the United States Department of Agriculture, and other similar agricultural organizations, on agricultural trade, production, consumption, prices, tariffs, non-tariff barriers, product availability, credit facilities, development projects and present trends in world agriculture,
  - by reviewing all materials published by a number of international development agencies such as the World Bank to identify Canadian export opportunities created by international development projects,
  - by reviewing business, trade and financial publications to select items which could have impact on departmental programs,
  - by contacting senior departmental officials to request information on market and trade problems being researched,
  - by contacting the information divisions of other federal government departments to request information,
  - by sending letters or questionnaires to private industry officials to request market and trade information, and

60



% of Time

- by maintaining an information file on the agricultural production, trade, tariffs and development projects of foreign countries.
- Provides market and trade information on agricultural commodities
  - by drafting speeches and briefs for the Minister,
  - by providing branch and departmental officials with information on import and export opportunities in foreign countries, world agricultural trends, and market and trade statistics necessary in the formulation of trade policy and the planning, implementation and administration of departmental programs,
  - by providing market and trade information received from the Trade Commissioners in posts abroad to the Dominion Bureau of Statistics, 25
  - by representing the Branch at meetings with other branches, other departments, provincial governments and foreign governments to exchange market and trade information on agricultural commodities, and
  - by answering questions from private industry on the marketing and trade of agricultural commodities.
- Assists in the administration of international agreements such as the International Coffee Agreement and the International Sugar Agreement to ensure compliance with the terms of the agreements and to provide statistical information
  - by reviewing, assessing and recommending approval or rejection of import permits for foreign tropical commodities to ensure their compliance with the quotas and import controls imposed by international agreements,
  - by reviewing and analyzing price and quantity data on tropical commodities imports and exports, submitted by the Dominion Bureau of Statistics, and reporting this data to the International Coffee Organization and the International Sugar Organization in London, England, and 10
  - by conferring and corresponding with representatives of the coffee and sugar industries in Canada to obtain or provide information on coffee and sugar imports and exports.
- Performs related duties such as writing reports and memoranda and evaluating the timeliness, accuracy and punctuality of agricultural reports submitted by Trade Commissioners. 5

Specifications

Degree

Kind of Assignments,

The work consists of soliciting, collecting, analyzing and providing information on the market and trade of agricultural commodities on a continuing basis, and assisting in the administration of international agreements.

Degree

Assignments such as the collection and analysis of data and the provision of market and trade information are usually routine. But occasionally they require searching out missing reports, researching data suspected of being inaccurate or out-of-date, and preparing draft answers to questions arising in the House of Commons.

1

Work assignments are received from the Director, have well established objectives and require the collection and compilation of data and the selection of statistical methods to analyze the data.

Complexity of Work

The work requires the use of established methods of statistical data analysis.

Data is usually readily available from agricultural reports submitted by Trade Commissioners in posts abroad, market and trade information published by agricultural organizations and international development agencies, business, trade and financial publications, senior departmental officials, information divisions of other federal government departments and information submitted by private industry. At times, however, the accuracy and recency of data and failures to submit agricultural reports must be investigated by the incumbent.

The work requires the analysis of market and trade data on agricultural commodities to identify trends and Canadian import and export opportunities. Variables in this analysis include production, consumption, prices, tariffs, non-tariff barriers, product availability, credit facilities, development projects, and import quotas.

1

The work requires requesting market and trade information from Trade Commissioners in posts abroad, senior departmental officials, other federal government departments and private industry. It also requires providing and exchanging market and trade information to department officials, officials of other federal government departments, foreign governments, provincial governments and private industry and administrators of international agreements.

The work requires a knowledge of world trade in agricultural commodities, a thorough knowledge of the application of modern statistical methods and techniques and a comprehensive knowledge of the terms of international agreements.

Professional Responsibility

The incumbent is responsible for analyzing statistical data on the marketing and trade of agricultural commodities; assessing import permits for tropical commodities for compliance with quota regulations

Degree

and import controls and recommending their acceptance or rejection;  
and recommending revisions in the schedule and instructions for agricultural  
reporting by Trade Commissioners in posts abroad.

The incumbent is responsible for selecting the methods and techniques  
to meet the objectives of the work assignments. The results of the  
work are reviewed regularly by the Director and other senior depart-  
mental officials.

1

#### Management Responsibility

The incumbent is responsible for assigning work to one clerk and one  
stenographer who report to the Director and recommending revisions in  
the schedule and instructions for agricultural reporting by Trade  
Commissioners in posts abroad.

1

#### Impact of Recommendations and Activities

The incumbent is responsible for providing complete and accurate  
information on domestic agricultural production, agricultural trade  
and price and crop conditions in other parts of the world. Canadian  
agricultural exports comprise approximately 10% of total Canadian  
exports while imports of non-indigenous agricultural commodities such  
as coffee and cane sugar are very significant items on Canada's import  
bill, with coffee imports in 1969 reaching \$82 million.

1

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 2

Level: 2

Descriptive Title: INDUSTRIAL AND TRADE,  
DEVELOPMENT OFFICER,  
WOOD PRODUCTS BRANCH

Summary

Under the direction of the Chief of the Pulp and Paper Division of the Wood Products Branch, Department of Industry, Trade and Coerce carries out activities designed to assist in the industrial and trade development of the sector of the Canadian pulp *and* paper industry comprising the manufacture and conversion of paper and board products and paper disposables valued at 1.3 billion dollars a year, having export worth 70 million dollars and employing 55,000 people in several hundred manufacturing establishments; makes a continuing study of the structure, operations and performance of industrial paper and board products and disposable papers industries; initiates and participates in the formulation of industrial and trade development projects; participates in the implementation of such projects; perform other duties.

Duties

5 of Time

- Makes a continuing study of the sector of the pulp and paper industry producing industrial paper and board products and paper disposables, to acquire a detailed knowledge and understanding of its structure, operations and performance both in Canada and abroad and to provide a foundation for the planning and conduct of the divisional industrial and trade development programs
  - by arranging for the compilation and analysis of information from a large variety of sources such as market surveys, industrial literature and publications, both within and outside the service,
  - by determining priorities and the nature and extent of studies and research activities,
  - by initiating, planning and carrying out comprehensive studies and surveys on such subjects as technological innovation, productivity, efficiency, international competition and trade policies,
  - by communicating with and effectively fostering the co-operation of officials of other departments and agencies, other levels of government, and industrial and trade associations,
  - by visiting manufacturing plants to observe and discuss their processes, products, markets and corporate policies,
  - by participating in conferences, technical symposia and seminars both in Canada and abroad, and
  - by maintaining current information and data in respect of manufactured and converted paper and board

20

producers *including* manufacturing capability, financial solvency, and managerial competence.

- Initiates and participates in the formulation of project proposals when trade and industrial development opportunities and problems are identified to provide industry with assistance to improve efficiency of operations and to promote its competitive position
  - by examining domestic consumption of Canadian and imported products, export/import ratios, the competitiveness of foreign industry and the demands of foreign markets to determine the feasibility of producing and exporting Canadian manufactured products,
  - by applying a knowledge of the technical and administrative competence in the sector and in competitive industries abroad, to identify products, which on the basis of Canadian resources, facilities and marketing ability, could be manufactured in Canada,
  - by reviewing briefs from the sector, to identify problems or opportunities, and assessing the effectiveness of existing projects,
  - by discussing proposed projects with the manufacturers to assess their potential value and effect and to encourage such activities as the rationalization of manufacturing processes and distribution patterns to make Canadian products competitive in domestic and foreign markets, and
  - by *recommending* to superiors action to be taken on problems and opportunities and changes in the objectives, structure and implementation of projects.
  
- Participates in industrial development and trade promotion projects to ensure the optimum development of Canadian resources and manufacturing capabilities in industrial papers and boards and converted products and to stimulate export trade in these commodities
  - by providing *information* and advice to other departments and agencies, company management, and industrial associations on current and future export prospects in world markets and domestic market opportunities, on the implications of technical changes and commercial developments in Canada and abroad, and on regulatory trade requirements,
  - by compiling and making available to industry the product needs of foreign buyers in terms of product specifications, standards and end uses,
  - by discussing with manufacturers the benefits of participating in trade fairs and missions and encouraging their participation,
  - by explaining the implications of proposed bi-lateral trade agreements under negotiation, and the nature of

25

50

% Of Time

such barriers to trade as unfair import competition and discriminating trade or financing practices of foreign governments, and advising Canadian companies and industry associations of approaches and representations they should make,

- by arranging and participating in government or industry - sponsored meetings, conferences and seminars to promote and improve export marketing, and
- by advising on and encouraging industry participation in departmental incentive programs to improve their technical capability for production innovations and their competitive position in the domestic and export markets.

- Performs other duties such as drafting background papers and briefing material in respect of industrial and trade development in the sector; attending industrial exhibits and meetings of industry associations in Canada and abroad; reviewing market and product reports for departmental publications; and replying to queries from the industry, trade commissioners and others. 5

Specifications

Degree

Kind of Assignments

The work requires making a continuing- study. of. the industrial sector comprising: paper and board products and paper disposables to identify production and marketing problem and development opportunities and to maintain an awareness of the needs of industry in respect of divisional industrial development and trade promotion projects.

The incumbent initiates and participates in the formulation of project proposals Within goals and objectives approved by the Division Chief and in accordance with Branch directives. He determines the feasibility of producing and/or exporting specific commodities considering the technical, administrative and financial limitations; plans approaches to projects in consultation with officials of industry and industrial associations, whose participation he has fostered by demonstrating the advantages and likely benefits to the industry; and recommends to superiors the implementation of such projects. 2

The work requires participating in industrial development and trades promotion projects, for example, as secretary to a trade mission; providing advice and information to government and industry participants to ensure a complete understanding of export prospects and the implications of technical changes and commercial developments for the sector; and drafting background papers and briefing material for projects.

Complexity of Work

Degree

The work requires making a continuing study of all aspects of the paper and board products and paper disposables sector in Canada and abroad and identifying production and marketing problems and opportunities in the Canadian industry. Specific problems or opportunities are frequently brought to the attention of the incumbent by Trade Commissioners or representatives of industry.

The incumbent develops industrial development and trade promotion project proposals requiring the examination and assessment of such indicators as the domestic consumption of imported products, export/import ratios; and competitiveness of foreign industry as well as other non-quantitative considerations such as discriminatory trade or financing practices and unfair import competition.

2

Initiative and judgment are required in developing practicable project proposals, in obtaining the co-operation and assistance of representatives of industry, and in implementing approved projects.

The work requires discussing proposed projects with superiors to obtain their approval, and with representatives of industry to demonstrate the advantages and likely benefits of proposed projects.

The work requires a thorough knowledge of the complete range of Canadian paper and board products and paper disposables and the several hundred manufacturing establishments producing them, which is acquired through formal training and continuing study and analyses. It also requires a thorough knowledge of the resources and markets available to the sector, government policy and legislation in respect of industrial and trade development and the practices and methods used in the promotion of Canadian goods in foreign markets.

Professional Responsibility

The incumbent, under the direction of the Chief of the Pulp and Paper Division, initiates and participates in the formulation of industrial development and trade promotion projects in accordance with objectives approved by the Chief. He is required to develop, for the approval of superiors, solutions to problems or approaches to take advantage of development and promotion opportunities.

2

The work of the incumbent is reviewed at various stages during the development of a project and prior to its implementation.

Reports of trade commissioners, trade missions and others and trends in technological development and trade in the sector are analyzed and interpreted and provide the basis for identifying problems or opportunities, formulation of projects, and the provision of advice in respect of departmental assistance for industrial development and trade promotion in the sector.

Degree

Management Responsibility

The incumbent is responsible for co-ordinating the implementation of projects with participants in industry and other departments; recommending the use of consultants to conduct specific studies in the sector; and recommending approaches to be used for the resolution of specific problems.

1

Impact of Recommendations and Activities

Decisions, advice and recommendations affect the initiation, formulation and implementation of industrial development and trade promotion projects in the sector; the operational effectiveness and competitiveness of many of the several hundred manufacturing establishments employing 55,000 people, having an annual production valued at approximately 1.3 billion dollars and exports of 70 million dollars in a rapidly expanding sector of the pulp, paper and paper products industry.

2



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 3

Level: 2

Descriptive Title: INDUSTRIAL AND TRADE DEVELOPMENT  
OFFICER, MATERIALS BRANCH

Summary

Under the direction of the Chief, Non-ferrous Metals Division, Materials Branch, Department of Industry, Trade and Commerce carries out activities to promote the industrial and trade development of a sector of Canadian industry which has an annual production value of \$35 million, exports worth \$13 million and employs 1,500 people; conducts continuing studies of Canadian ferroalloys, refractory and rare earth metals production and marketing facilities; performs other duties.

Duties of Time

- Conducts continuing studies of the Canadian ferroalloys, rare earth and refractory metals industry in which are considered related factors such as performance, growth, competitiveness, new product development and application, process research, engineering and production standards and methods, product demand, sources and markets, marketing methods, prices and supply capability to identify problems and opportunities facing the industry
    - by collecting and analyzing pertinent data, *financial* reports, market reports and trade publications,
    - by carrying out in-depth surveys on a designated aspects of the industry such as new product development to meet expanded foreign markets,
    - by participating in conferences, symposia and meetings both in Canada and abroad,
    - by assessing the implications of Canadian legislation particularly such matters as tariffs, taxation, export subsidies and incentives, anti-dumping laws and regulation of combines which directly affect the production and marketing of the sector's products, and
    - by drafting detailed reports on the industry sector in which new information is analyzed, trends in industrial and trade development forecast, conclusions reached and recommendations made.
  - Plans and carries out projects and assignments forming part of the <sup>4</sup> divisional programs and which are designed to encourage and assist the industrial and trade development of the ferroalloys, refractory and rare earth metals industries
    - by explaining to manufacturers the aims, intent, operation and general principles of the division's programs, and projects,
    - by explaining and encouraging industry to take advantage of the various government assistance programs established to foster product innovation and production efficiency,
- 25

Commerce B.M. P. D.  
No. 3

% of Time

- by stimulating an interest in export markets using such means as personal contacts, meetings and discussions, examining company operations and suggesting the changes which may be required to meet foreign competition in domestic or export markets,
- by arranging and leading industrial missions to other countries to gather information on foreign product development and production techniques, and to assist Canadian manufacturers in identifying areas in which they need improvement and areas in which they have the competitive advantage,
- by participating in industrial and technical conferences in Canada and abroad to discuss problems and to assist Canadian industry plan joint courses of action,
- by counseling industry in the preparation of briefs and submissions to government departments and agencies and directing them through the proper channels,
- by participating in the analysis and evaluation of industrial proposals requesting government assistance and making recommendations to the decision-making committees of the various assistance programs,
- by informing the Trade Commissioner Service of the supply and competitive positions of Canadian products and their availability for export,
- by explaining to Trade Commissioners the technical aspects of Canadian products and the techniques to be used in promoting their sale,
- by suggesting and organizing trade missions, persuading industry to collaborate with the department in mounting exhibits at trade fairs, and representing the department at these missions and fairs,
- by assessing the benefits derived from trade promotion projects and relating the costs to predetermined divisional objectives,
- by encouraging and assisting Canadian Industries to export their products,
- by identifying for industry sources of financing for exports and assisting them to adjust to tariff reductions and other changes in the international trading environment,
- by informing industry of foreign markets for specific products, and of new products and processes needed to satisfy domestic and foreign markets,
- by aiding industry in the resolution of problems encountered in obtaining raw materials for manufacture, and
- by discussing with the ferroalloys, refractory and rare earth metals industries the applicability and impact of programs, legislation and activities which are the responsibility of other departments and agencies.

60

% of Time

- Performs other duties such as advising on export permits for non ferrous metals, advising officials of other departments and agencies on the nature and use of ferroalloys, refractory and rare earth metals, drafting reports and briefing material for senior officials, and providing advice and assistance to representatives of developing countries. 15

Specifications

Degree

Kind of Assignments

The work consists of conducting projects forming part of the divisional program to improve efficiency and productivity and to promote exports in the *Canadian* non-ferrous metals industry. The work requires studying the *conditions* which affect the production and marketing of ferroalloys, refractory and rare earth metals and planning approaches to meet the divisional objectives as they apply to this industrial sector. Work in other sectors of the non-ferrous metals industries is also assigned from time to time to assist in the completion of projects involved with the supply of non-ferrous metals in Canada.

Work assignments are completed by applying the methods and techniques commonly followed by the department to promote industrial and trade development as an on-going program. Assistance and guidance are available from senior officers to define assignments and to resolve problems encountered and identified by the incumbent. The range of products for which the incumbent is responsible is small but there is a requirement to co-ordinate activities touching different subject-matter areas such as research and analysis and trade promotion. The plans developed for the activities follow established patterns and take into consideration outside conditions such as import quotas, market fluctuations and shipping problems. 2

Complexity of Work

The work requires research and analysis on production and marketing of a small range of non-ferrous metals. The information and data required for this phase of the work is used by other personnel in the division and is readily available.

The work requires a good knowledge of ferroalloys, refractory and rare earth metals and of the industrial sectors which produce and use them. This knowledge is acquired by formal training and *continuing* research and study. It also requires a good knowledge of the resources and markets available to the sector and of government policy, legislation and practices used to promote industrial and trade development. 2

Degree

#### Professional Responsibility

The work requires analyzing information and data on the non-ferrous metal industry. The analysis is made to identify weaknesses and strengths, detect areas where productivity could be improved, forecast future market demands and to identify new markets, especially those in foreign countries. The results of analyses are presented to superiors in the form of recommendations which, if accepted, are implemented. The incumbent is required to co-ordinate his activities with those of other personnel in the division, branch and department to ensure compatibility with overall policy.

2

#### Management Responsibility

The incumbent is occasionally required to supervise the work of support staff and give assistance to departmental and other personnel seconded to the division for training purposes. The incumbent is also required to make recommendations on the use of consultants and on approaches to be used for the resolution of specific problems.

1

#### Impact of Recommendations and Activities

The incumbent is responsible for providing advice and making recommendations on that sector of the non-ferrous metal industry which manufactures ferroalloys, refractory and rare earth metals. This sector of the industry is not highly developed at present but has potential for increased development in the future. It has a production value of \$35 million exports of \$13 million and employs 1,500 people. Primarily, the industries affected are concentrated in Ontario and Quebec but the work also bears upon industries located in all other provinces.

1

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 4

Level: 2

Descriptive Title: INDUSTRIAL AND TRADE DEVELOPMENT  
OFFICER, CHEMICALS BRANCH

Summary

Under the direction of the Chief, Industrial Chemicals Division, Chemicals Branch, Department of Industry, Trade and Commerce conducts projects to assist in the industrial and trade development of a major sector of the Canadian chemical industry which comprises over 120 companies, manufactures, industrial acids, alkalies, salts, gases, pigments and explosives valued at \$500 million a year, has exports worth \$60 million and employs 20,000 people; makes a continuing study of the inorganic industrial chemical sector; originates and collaborates in the formulation of proposals for industrial and trade development projects; participates in the implementation of such projects; performs other duties.

Duties

% of Time

- Makes a continuing study of the inorganic industrial chemical industry acquire a detailed knowledge and understanding of its structure, operations and performance both in Canada and abroad to serve as a foundation for the planning and conduct of the divisional industrial and trade development programs
  - by determining priorities and the nature and scope of the studies and research activities,
  - by identifying, investigating and analyzing technical, economic and commercial problems and opportunities,
  - by seeking and analyzing specific information from a large variety of sources both within and outside the service,
  - by initiating, planning and carrying out in-depth studies and surveys on diverse but interrelated subjects such as productivity, efficiency, international competition and trade policies,
  - by establishing and *maintaining* effective communication with officials of other departments and agencies, other levels of government, industry, and industrial and trade associations,
  - by participating in conferences, symposia and seminars both in Canada and abroad, and
  - by preparing detailed reports on the results and findings of studies to provide management with comprehensive conclusions and recommendations on the problems identified or opportunities discovered.

20

% of  
time

- Originates and collaborates in the formulation of project proposals when development and trade problems are identified to provide industry with the assistance necessary to ensure its orderly and rational growth, improve its international competitive position and increase its contribution to the national economy
  - by reviewing and analyzing the results and conclusions of studies, surveys and investigations and selectively developing project recommendations for consideration of departmental management,
  - by evaluating the cost-benefit and cost effectiveness of project alternatives and by determining the industrial, economic and political implications,
  - by ensuring compatibility of project proposals with government policy, departmental objectives and international obligations, 10
  - by consulting with representatives of other departments, other levels of government, industry, and industrial and trade associations on the practicality of proposals for overcoming constraints and attaining full growth potential,
  - by participating in the drafting of detailed project proposals and the necessary support material such as administrative procedures and the submissions required for approval, and
  - by serving as a member of a committee or task force established to implement approved projects.
  
- Initiates and participates in the industrial development projects of the Division to assist the companies of the industrial inorganic chemicals sector in improving their efficiency and productivity
  - by supplying expert advice to other branches, other departments and agencies and other levels of government on all aspects of the industrial inorganic chemicals sector,
  - by evaluating and appraising at the request of various government agencies sector-related reports and studies prepared by professional consultants,
  - by developing for the industry specific data, forecasts and assessments on Canadian and international technological developments and advances, 30
  - by informing companies of the industrial development assistance available to them and interpreting for industry the application and impact of government policies, programs and legislation relative to industry proposals, requests for assistance, constraints or opportunities,
  - by providing advice and guidance to industry in the development, preparation and presentation of proposals, briefs, applications and submissions to government departments and agencies, and
  - by appraising the technical and commercial risks and benefits of specific industrial development proposals and giving advice and guidance on their implementation.

% of time

- Originates and participates in the trade development projects of the division to ensure that the export trade in Canadian inorganic industrial chemicals continues to flourish and expand
  - by *planning* and carrying out commodity studies and surveys to determine supply and demand relationships, distribution patterns, competitive and environmental factors, and to identify potential foreign markets for Canadian products,
  - by establishing and maintaining close communication with the Trade Commissioner Service, trading corporations and foreign buyers to identify and recommend export opportunities to industry,
  - by assessing the capabilities of companies to meet the demands of foreign markets and recommending trade projects to them,
  - by informing the companies of the sector of the benefits to be derived from the trade promotion aids of the department such as the Trade Commissioner Service trade fairs, trade missions, traveling exhibits and trade publications,
  - by identifying and analyzing export problems caused by foreign ownership of Canadian companies and developing new or modified approaches to overcome such problems,
  - by advising manufacturers and exporters on the arrangements necessary to secure export financing and export credit insurance, on the documentation required for export and on the benefits to be derived from participation in foreign aid programs,
  - by continually evaluating and modifying export techniques such as joint ventures, consortia and the multi-commodity package approach to ensure Canadian products are priced competitively and reach foreign markets, and
  - by serving as the sector industrial specialist and participating in the formulation of departmental trade policy and practices.
  
- Performs other duties such as contributing material to and attending as an industry expert interdepartmental committee meetings, and meetings of national and international organizations and agencies, evaluating effectiveness of projects in reaching departmental goals and objectives and recommending procedural changes to senior management, drafting correspondence, speeches and briefing material for senior officers, and directing assigned personnel.

Specifications

Degree

Kind of Assignments

The work requires planning, organizing and implementing projects designed to assist the inorganic industrial chemicals sector of the Canadian chemical industry to improve efficiency, increase productivity and expand exports.



Degree

The work requires initial planning based on a thorough appreciation of the problems encountered in the production and marketing of a range of chemicals comprising acids, alkalies, salts, gases, pigments and explosives.

The work is conducted in accordance with established methods but there is a considerable requirement to undertake special assignments for which new procedures and approaches are required. An example of the special assignments in which the incumbent participates is the development of the Program for the Enhancement of Productivity. Such assignments require the application of knowledge of a number of subject-matter areas such as economics, marketing, finance and chemical processing and production.

3

The work requires the completion of projects and assignments for which the goals and objectives are described in broad terms.

The manner in which these assignments are completed is affected by outside considerations such as technical obsolescence, foreign market demands and tariffs. These considerations are weighed by senior management when overall divisional activity is planned and co-ordinated.

#### Complexity of Work

The work requires initiative in adapting existing procedures or devising new approaches. For example, participation in the development of the Program for the Enhancement of Productivity required the development of a system to assess company applications and the development of a mathematical model when the usual approach to cost-benefit analysis proved unsuitable.

The work requires study and analysis of information and the determination of an approach that is a practical compromise taking into consideration a number of variables. The incumbent, for example, was asked for advice on the feasibility of economic recovery of the sulphur values from a proposed smelter. He then examined the relative economics and the competitive position of sulphur and sulphuric acid, the existing and potential demands, the principal markets and the expected transportation and distribution problems. His recommendation that sulphur rather than sulphuric acid be recovered was accepted.

3

The work requires a thorough knowledge of the complete range of Canadian inorganic chemicals comprising several hundred diverse products and of the industrial sector which produces them which is acquired through formal training and continuing study and analyses. It also requires a thorough knowledge of the resources and markets available to the sector, government policy and legislation applicable to industrial and trade development, and the practices, methods and resources used in the promotion of Canadian goods in foreign markets.

### Professional Responsibility

The work requires research into background *information* to formulate industrial and trade development projects for a range of industrial chemicals comprising acids, alkalies, salts, gases, pigments, and explosives. The incumbent is responsible for planning the approaches to be used in implementing these projects. He is also required to develop for the approval of senior management solutions to problems which have implications outside his own area of responsibility.

The resolution of problems which when not obvious are described in general terms by superiors require an in-depth analysis of resource material on a limited range of inorganic industrial chemicals. The analysis crosses several subject-matter areas and is used to develop projects and determine the methods and procedures required to conduct them. The incumbent's recommendations, other than those having policy implications, are accepted and approved without review.

2

### Management Responsibility

The incumbent is occasionally required to supervise the work of support staff and give direction to departmental and other officers seconded to the div for training purposes. The incumbent is also responsible for making recommendations on the use of consultants, recommending changes in the procedures used to complete projects and assignments, and coordinating studies and activities with divisional personnel and with personnel from other departmental branches, other departments, industry and trade associations.

2

### Impact of Recommendations and Activities

The incumbent is responsible for providing advice and making recommendations on that sector of the Canadian chemical industry which manufactures industrial acids, alkalies, salts, gases, pigments and explosives and which constitutes 15-20% of the entire industry. This sector comprises a hundred companies, including twenty large international corporations, two hundred establishments and 20,000 employees. It produces goods to the value of \$500 million a year with exports valued at \$60 million.

2

There is a responsibility to identify and brief senior management on emerging industrial and trade development problems and to develop and recommend appropriate courses of action. These and other recommendations have a direct bearing on the efficiency and productivity of a sector of industry. Its success in competing in foreign markets contributes to the national economy.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 5

Level: 2

Descriptive Title: EXAMINER OF FINANCIAL  
INSTITUTIONS

Summary

Under the direction of the supervising examiner, organizes, provides leadership and participates in the examination of the records, and reporting on the condition and affairs of fire and casualty insurance companies; examines the records and reports on the condition and affairs of fire and casualty companies, small loan companies and moneylenders, and small life insurance companies; examines, as a member of a team, and reports on specific aspects of the operations of large life insurance companies assigned by the supervising examiner; and performs other duties.

Duties % of Time

- Organizes, provides leadership, and participates, as a team leader, in the examination of the records and reporting on the condition and affairs of fire and casualty insurance companies to ensure their continuing solvency and propriety of operations and to identify those companies whose financial condition is deteriorating so that remedial action can be taken before failure results in loss to policy holders, and loss of confidence in the financial community
- by briefing team members (normally 2 or 3 officers) on the nature and extent of the examination and on the approaches and procedures to be used,
- by assigning specific tasks to, and supervising team members during the examination of books of account and other records,
- by reviewing the work in progress and providing guidance and assistance to team members,
- by reviewing reports for completeness, consistency and accuracy,
- by developing examination procedures to apply to new situations as they arise and referring unusual problems to the supervising examiner,
- by training and providing advice and guidance, to subordinates,
- by analyzing reinsurance agreements and treaties, third party claims, or special insurance contracts,
- by examining such records as the annual statement filed with the Department to ensure that it reflects the actual financial position of the company, and examining records to ensure that they are kept in accordance with the provisions of legislation, and
- by coordinating the compilation and writing of a comprehensive report of the examination for submission to the supervising examiner.

35

- Examines the records and reports on the condition and affairs of the more difficult fire and casualty companies, small loan companies and moneylenders and small life insurance companies
  - by studying and analyzing financial records to assess the company's current financial position, its earnings, potential and its future prospects and verifying the income tax payable to the Department of National Revenue,
  - by reviewing records of transactions to ensure that they are recorded properly, that assets are owned, held and realistically valued, that liabilities are fully disclosed and that both assets and liabilities conform with provisions of legislation,
  - by inspecting the records and books of account of British and foreign companies pertaining to business conducted in Canada to ensure that they are sufficient for the examination of the conduct of such business,
  - by examining the withdrawal from Canada or the amalgamation of one company with another to ensure that the rights and benefits of policy holders are adequately protected,
  - by discussing with presidents, general managers and other senior officials of companies such matters as phases of their operations where weaknesses and major discrepancies in financial statements have been found or where current practices appear unsound; contraventions of legislation; and changes in operations necessary for future compliance,
  - by assessing the reliability and validity of company records and the competence of the company's officers and directors in such matters as investment policy and dividend distribution, and
  - by reporting the findings of examinations to the Assistant Superintendent of Insurance (Examination) and recommending action to be taken in problem areas.
  
- Examines, as a member of a team, and reports on those aspects of the operations of large life insurance companies assigned by the supervising examiner, and supervises junior examiners assisting in the examination
  - by undertaking such tasks as a thorough examination of complex accounting procedures and problems, difficult income tax problems, or inadequacy of securities,
  - by discussing complex or delicate problems with company officials, and
  - by reporting unusual problems to the supervising examiner and making recommendations for their solution.
  
- Performs other duties such as conducting special investigations as required, corresponding with department and company officers and officials on matters of examination, and answering queries in respect of various sections of the act.

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5

Specifications

Degree

Kind of Assignments

The work requires organizing and leading a team in the examination of the records and operations of fire and casualty insurance companies, under the administrative and technical direction of a supervising examiner and in accordance with prescribed objectives; personally examining the records and operations of fire and casualty companies, small loan companies, and moneylenders and small life insurance companies; and working as a member of a team engaged in examining assigned aspects of the operation of large life insurance companies.

The incumbent plans and organizes the approach to the examination, assigns tasks to, trains and supervises team members. He reviews the work of team members and co-ordinates the compilation and writing of comprehensive reports on each investigation.

2

Tasks performed independently or as a member of a team require studying complex financial and accounting problems, accounting procedures, or agreements; discussing problems with presidents, general managers and other senior officials of companies; and developing solutions to problems or the correction of unsound business practices or inadequate accounting procedures.

The work differs from that normally associated with auditing in that it requires examining and reporting on the entire state of affairs in financial institutions.

Complexity of Work

The work requires studying and analyzing company financial records; verifying assets such as securities, mortgages, real estate and bank balances; verifying liabilities and statistical data used in annual financial statements; examining revenue and profit and loss accounts; checking income tax assessment and returns; testing for solvency; and determining that adequate securities are maintained and that loans obtained or granted are within legal limits.

When the incumbent is the team leader or is conducting an independent examination he communicates recommendations, criticisms and advice directly to presidents, general managers and other senior officials of companies during and following each examination.

2

The work requires an extensive knowledge of the fire and casualty insurance business, including the structure, internal operations, practices, procedures and accounting methods; the Canadian and British Insurance Companies Act and the Foreign Insurance Companies Act and respective regulations and pertinent sections of the Income Tax Act; and departmental directives, policy and precedents. It also requires a knowledge of mortgage and corporate law and a general knowledge of current financial matters obtained by a continuous review of financial publications.

### Professional Responsibility

Degree

The work is conducted in accordance with general objectives and directives from the supervising examiner, and requires exercising judgment and initiative in deciding on the aspects of the examination to emphasize and the degree of detail to cover in the study of particular phases of the examination in relation to the circumstances of the company, management policies and the nature of the company's business.

Advice and guidance on unusual problems are obtained from the supervising examiner, but established methods are adapted to apply to new situations as they arise. Reports are reviewed by the supervising examiner for completeness and soundness of judgment.

The work requires assessing the acceptability of reports written by subordinates; the present and future earning capacity of a company; the quality of its investments, the adequacy of its accounting system, the competence of its management and the likelihood that it will remain solvent; and detecting and evaluating unsatisfactory management practices.

The incumbent interprets changes and trends in internal operations, practices, procedures and accounting methods used by a company; assesses the influence of major shareholders on the management of the company; and interprets legislation, regulations and directives to company officials.

The incumbent provides advice to presidents, general managers and other senior officials of companies on appropriate remedial action to take in avoiding financial difficulties indicated by the examination, and on new department policies, methods and procedures to ensure their compliance with legislative requirements.

### Management Responsibility

The work requires supervising two or three subordinate examiners, as a team leader, planning and organizing the work, assigning tasks, and briefing and instructing subordinates in approaches, methods and techniques; and coordinating the compilation and writing of reports.

2

Guidance in administrative matters is obtained from the supervising examiner and departmental directives.

### Impact of Recommendations and Activities

The examination of a company ensures its continuing solvency and propriety of operations by detecting and recommending remedial action for improvement of policies, practices and procedures leading to deteriorating financial conditions. Ineffective examination could permit financial failure of a company, monetary loss to

degree

policy holders, and loss of confidence by the public in the financial community. Decisions and recommendations frequently result in a company changing its policies, procedures and practices to improve its financial position, to agree with good business practices, or to comply with legislative requirements.

2

In extreme cases recommendations may result in the denial or cancellation of Certificate of Registry or conditional renewal of certification.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 6

Level: 3

Descriptive Title: FRED PLAN ADMINISTRATOR

Summary

Under the direction of the Field Director (Quebec), Central Region Division, Department of Regional Economic Expansion shares, as the federal member of the Management Committee, the administration and implementation of the Federal- Provincial Rural Development Agreement for the Lower St. Lawrence, Gaspé and Iles-de-la-Madeleine Area of Quebec to promote and stimulate agriculture, forestry, fisheries, tourism, industry, urban affairs and other critical activities and so contribute to the improvement of the regional socio-economic structure; represents the department at meetings held to secure intergovernmental and interdepartmental co-operation and coordination during the formulation, alteration and implementation of programs and projects; monitors, evaluates and contributes to federal-provincial programs and projects; performs other duties.

Duties

% of Time

- Shares, as a member of the Management Committee, the administration and implementation of the Federal-Provincial Rural Development Agreement for the Lower St. Lawrence, Gaspé and Iles-de-la-Madeleine Area of Quebec
  - by acquiring a thorough knowledge of applicable federal, and provincial policies and of the current state of affairs of every on-going; proposed or potential program, project and activity to give effective guidance and advice to those responsible for segments of the over-all plan, or for managing on-going programs,
  - by reviewing, assessing, negotiating changes to, and proposing alternatives to federal and Provincial programs and projects
  - by establishing methods and procedure for submitting programs and projects for review, and for requesting federal assistance in research projects, *management* evaluation, data collecting, data processing or specific resource specialties, to ensure that all proposals or requirements receive attention according to their importance in the overall strategy,
  - by recommending *and* justifying program and project to the Federal-Provincial Liaison Committee in anticipation of receiving the Committee approval, or defending programs and projects being discussed by the Committee, to enable its members to base their decisions on all relevant factors,
  - by approving the transfer of funds between projects within previously approved programs and by approving sub-projects to prevent expensive or time-wasting delays and to expedite completion of a specific program or project,

40



% of Time

- by arranging for federal representatives to sit as members of sub-committees of the management committee and briefing these representatives on departmental policy, aims and strategy,
  - by co-operating with other federal departments and agencies in formulating and implementing programs and projects,
  - by exploring and defining federal and provincial responsibilities,
  - by co-operating with Fisheries Branch, Department of Fisheries and Forestry and the Quebec Fisheries Branch in formulating and implementing a plan for the exploitation of new species, and in fisheries research and development, and
  - by establishing a long-term research program to identify assets, requirements and achievement methods, such as the skills, education, characteristics, background and aspirations of people affected by the programs, the need for adult schools, adult training courses, highways, resources, access roads, transportation, and the provision of new job opportunities, improved harbors for developing fishing industries and rationalization and diversification of farming.
- Represents the department at meetings held to secure intergovernmental and interdepartmental co-operation and co-ordination during the formulation, alteration and implementation of programs and projects. 0
- by chairing the Regional Programming Conference of Federal Departments, to ensure interdepartmental understanding, agreement and co-operation in programs and projects,
  - by organizing joint meetings of the Regional Programming Conference of Federal Departments and the Conseil régional de développement de l'Est du Québec Inc., to give the Council an opportunity to express its views about the development of the area,
  - by attending board meetings of the Conseil régional de développement de l'Est du Québec Inc., as an observer, to identify those areas of the Agreement which require future negotiation, and to answer questions relating to federal participation in programs and projects, and
  - by attending meetings of the Conseil régional de développement de l'est du Québec, Inc. which is concerned with the participation, animation and representation of the people affected by the Agreement to define the need for, and evaluate the effect of, information programs.
- Monitors, evaluates and contributes to Federal-Provincial programs and projects, such as the determination of fair market prices and terms of closure or transfer of milk plants, grist mills, private forests, farms, houses and municipal buildings to be purchased, expropriated, consolidated or destroyed
- by forming teams of federal, provincial and other experts to evaluate proposals and on-going programs and projects,
  - by studying and commenting on the reports of teams classifying

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% of Time

- land intended for agriculture, conservation, industrial development, forestry or recreation,
- by planning, modifying, synchronizing and coordinating the pace of development and adjustment in the light of economic conditions, the impact of the programs and projects and their over-all effectiveness, to ensure that the inhabitants of the area incur no undue hardships or disruptions and to facilitate the process of adjustment,
  - by discussing with federal and provincial field representatives proposals and the problems to be expected when moving people from marginal areas and the future national Park at Carillon to reception centres.
  - by notifying departmental headquarters of the need for statistical data from the Canada Land Inventory,
  - by arranging for the collection, processing and distribution of data to ensure that programs and projects are viable, integrated and cost-sharable,
  - by assessing the necessity, feasibility and strategy of building roads to ensure that road construction projects are linked to viable programs and that expenditures are within the limits of the authority granted by the Federal Provincial Liaison Committee,
  - by reviewing the need for inter-regional transportation systems, including improvements to harbors, ferry, trucking, rail, air and road services, to achieve the co-operation of the Provincial Plan Coordinator in recommending plans of action to the Federal-Provincial Liaison Committee,
  - by recruiting and organizing a social development master team to establish the strategy and projects of the social development field teams, and guiding the master team during its formation by setting goals and achievement time-limits according to the decisions of the Management Committee,
  - by recommending the retention of, the terms of reference for, and supervising consultants employed to conduct special studies, in answer to requests by the Province for consulting' services, and
  - by drafting requirements for manpower development programs, submitting all such requirements to the Federal-Provincial Liaison Committee for approval, and assuring co-ordination of activities within previously approved programs and projects.

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- Performs other duties such as drafting the documents required for the authorization of programs and projects; visiting locations affected by the Agreement to obtain first-hand information on which to base recommendations, decisions and future plans; visiting Quebec City and Ottawa to discuss programs and projects with senior officials and to carry out assignments in connection with the management of

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% of time

the Plan; and supervising the activities of a support staff consisting of an Information Officer, a Rural Development Officer, a Social Development Officer, two secretaries and a clerk.

Specifications

Degree

Kind of Assignments

The work requires implementing and coordinating the programs, projects and activities, and evaluating the effectiveness of a major five-year FRED development plan costing over \$250 million. The plan is in the form of a published Agreement between the Federal Government and the Government of Quebec which is scheduled to terminate on March 31, 1973, but is open to re-negotiation and alteration at any time. The Agreement has nine major divisions , dealing with agriculture, forestry, fisheries, recreation, manpower, social development, urbanization, transportation, information and research. Each of these is further divided into generally defined programs. In agriculture, for example, there are program outlines for rationalization of land use, land classification, farm consolidation, technical and managerial up-grading of farmers, agricultural research and development, rationalization of the farm supply and agricultural products processing industries, and the improvement of land. The programs are implemented by means of locally originated projects and activities which may or may not be pin-pointed in the Agreement.

The work requires devising, evaluating, approving, rejecting, reviewing and implementing programs and protects as the federal representative on a two-man Management Committee. Typical problems would be generated by a proposal to convert land with poor agricultural potential from farming

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to forestry or recreational use. The decision would be based on the findings of the land classification survey, but, all detailed planning, methodology and feasibility studies connected with the conversion would be the incumbent's responsibility.

Each on-going program, project and activity must be reviewed continuously by the incumbent so that he can evaluate new proposals objectively. In addition, he must have a complete awareness of the various stages involved, because some of the projects and activities in one part of the area may interlock with those in another part. The Federal Plan Administrator, in co-operation with his fellow Management Committee member (the Provincial Plan Coordinator), must prepare the inhabitants for relocation well in advance of moving day. To do this, they must devise an effective federal-provincial information program to foster community preparedness. In addition, housing, municipal services, schools, retraining programs and job opportunities must be available.

at the growth centre in preparation for the arrival of the people being transferred. This requires the incumbent to plan all moves in detail and to develop programs and projects to a close time-table.

#### Complexity of Work

The incumbent is responsible for formulating methods to solve problems, such as how to take an inventory of farmers. He is also responsible for devising techniques to evaluate the effectiveness of the Plan and to recommend which sections of the Agreement should be re-negotiated with the Province.

The source of some of the information and data is readily apparent, or is available from data banks established by the Federal and Provincial Governments. However, very little data are available on a sub-regional level. It is necessary, therefore, for the incumbent to identify the need for studies, prepare terms of reference, define objectives, and recommend basic data collection surveys. Funds are available for the hiring of expert assistance to collect new information and data. The incumbent, however, is responsible for keeping himself up to date on the current state of all programs and projects by making on-site visits and compiling statistics on progress.

The work involves a large number of variables with many inter relationships. The more evident of these include *coordinating* the activities of federal departments with over-lapping or interlocking responsibilities. For example, Fisheries and Forestry often have similar goals to those of Agriculture, while C.T.C., C.M.H.C., D.P.W., and D.O.T. often must share responsibilities for on-going programs, such as the development of growth centres. Other less-evident factors relate to moving people. The close-out of a typical small community, besides involving most of the federal departments mentioned previously (and a number of other departments providing expert advice), also involves provincial, municipal, and local governments. The efforts and activities of all these various agencies must be coordinated and scheduled by the Plan Administrator, working in close liaison with the Provincial Plan Coordinator. The inter-relationships between the agencies are critical, and vary from project to project, so that precedents are difficult to establish.

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The work requires motivating people to strive for goals and benefits which may not be readily apparent. Because the incumbent, as a member of the Management Committee, must review and approve proposed programs and projects for submission to the Federal-Provincial Liaison Committee, he must be conversant with all of the disciplines represented in these proposals. For example, he must have a good knowledge of economics, statistics, sociology and education, to be able to evaluate proposals prepared by experts in these fields. Similarly, he must have a knowledge

Degree

of the local problems connected with agriculture, fisheries, transport and recreation. The incumbent must also have a thorough knowledge of federal and provincial policy and legislation as they apply to his sphere of activity.

#### Professional Responsibility

The work requires the investigation and solution of many complex problems, such as identifying the need for an integrated transportation system. The incumbent, in this instance **is** provided with the advice of a team of experts surveying existing transportation methods and heads a committee investigating associated problems. Included are negotiations with all of the federal and provincial departments involved to convince them to devote time, energy and funds to the project. Also required is the planning of promotional programs to effect the adjustment of the population and industry to the new transportation concept. The incumbent is responsible for defining the extent of surveys of this type, reviewing the results in co-operation with the Provincial Plan Coordinator and deciding whether to recommend adoption of the findings and schedule of priorities to the Federal-Provincial Liaison Committee.

The work includes many programs and projects which are described in the published Agreement. There are many other projects and activities, however, which are entirely the responsibility of the incumbent to develop and implement on his own initiative. These include recognizing the need to request data from the central data banks to supplement information obtained from on-the-spot surveys. Another example is the need for requesting expert opinions when evaluating property or phasing out agricultural processing plants. This advice would be sought from federal and provincial government departments and private industry or by hiring consultants.

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The incumbent, as a member of the Management, Committee, is responsible for presenting proposals, recommendations and the results of studies and surveys to the Federal-Provincial Liaison Committee. Although having authority to approve only sub-projects of previously approved projects, the Federal Plan Administrator wields a great deal of influence in the decisions of the Federal-Provincial Liaison Committee. He must be prepared to defend or expand on proposals that he submits for approval. In addition, he must be able to negotiate at all levels, and succeed in convincing people with diverging views and of differing allegiance to work harmoniously towards common goals.

#### Management Responsibility

The work involves the supervision of an Information Officer, a Rural Development Officer, a Social Development Officer, two secretaries and a clerk.

The best possible use must be made of rented office space and equipment. Within guidelines set by the Federal-Provincial Liaison Committee, the incumbent is responsible for an administration and information budget of over \$2.5 million, and indirectly responsible for an area participation budget of just over \$1 million. In addition, he is responsible for ensuring that all expenditures for programs and projects are within the appropriate budget allotments and are apportioned correctly between the contributing governments and departments. All invoices for payment from federal funds must bear the incumbent's signature recommending payment under the terms of the Agreement. The total sum to be spent over five years is approximately \$212 million.

During short-term surveys or studies, the *incumbent* is responsible for identifying the need for recruiting specialists, writing their terms of reference, organizing their assignments and giving them general direction for the duration of their contracts. He also hires professionals to form a social development master team which is the nucleus from which all other social development teams evolve. Probably the most important duty of the master team is to embark on a training program for locally recruited non-professionals scheduled to act as counselors.

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The work requires coordinating programs and projects. The efforts of federal, provincial, municipal, professional and non-professional staff must be directed towards the completion of specific tasks. Feasibility studies, requests for information and data, advice, and recommendations concerning proposed projects are all part of the incumbent's responsibility.

#### Impact of Recommendations and Activities,

The Agreement signed by the Federal Government and the Government of Quebec covers the lower St. Lawrence, Gaspé and Iles-de-la-Madeleine area of Quebec comprising some 16,000 square miles. Over \$256 million is being spent to boost the economy by up-grading the educational levels of the inhabitants, moving people to growth centres, closing out marginal farms, industries and businesses and creating new sources of income.

As Federal Plan Administrator, the incumbent, (in co-operation with the Provincial Plan Co-ordinator) is responsible for managing the Plan. His recommendations are acted upon by the Federal-Provincial Liaison Committee which has the final authority for disbursement of funds. Programs and projects devised, approved or recommended by the incumbent have a direct affect on all the 325,000 inhabitants of the area. He is responsible for recommending the closure of communities, industries or farms and for arranging the movement and reception of the people at growth centres. He is responsible for coordinating the efforts of

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Degree

other federal departments and negotiating with provincial counterparts to ensure that there are sufficient houses, adequate municipal services, ample job opportunities and proper educational facilities for the new arrivals. He is also responsible for recommending the establishment of new industries within the terms of the Agreement, and for recommending access roads and an integrated transportation system.

Although the Federal-Provincial Liaison Committee has final authority to approve and pay for on-going programs and projects, it holds meetings only two or three times a year and must therefore depend for guidance and day-to-day management of the Plan on the two members of the Management Committee.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 7

Level: 4

Descriptive Title: CHIEF, INDUSTRIAL CHEMICALS  
DIVISION, CHEMICALS BRANCH

Summary

Under the general direction of the Director of the Chemicals Branch, *Department of Industry, Trade and Commerce* plans, organizes and directs the operation of the Industrial Chemicals Division which is responsible for assisting the industrial and trade development of a major segment of the Canadian chemical industry which has several hundred companies, 1,100 establishments, annual reports of \$1.0 billion, plans and directs the collection and analysis of information on the production and international trade of industrial chemicals, oil and gas; formulates Division programs to assist and encourage industrial and trade development; conducts and participates in the implementation of such programs; organizes and directs the activities of Division personnel; and performs other duties.

Duties of Time

- Plans and directs the collection and analysis of information on chemicals, oil and gas in general, industrial chemicals in particular, the chemical industry and its operations, changes in technology and trends in the domestic and foreign trade of industrial chemicals to identify weaknesses and possible means of improvement, to provide a platform for the formulation of new divisional industrial and trade development programs and to supply a rationale for policy decisions

- by devising a systematic means for the acquisition and study by Division personnel of literature, technical and trade papers, reports and studies, reference books, textbooks, specifications and other publications produced or used by the chemical industry,
- by initiating, developing and directing appropriate research projects such as studies and surveys, industrial tours, interdepartmental and government-industry studies and investigations by industrial and management *consultants*,
- by establishing and maintaining effective communication with senior officials of select companies and associations on matters of development and trade in the chemical industry,
- by appraising and coordinating the results and conclusions of various studies and analyses conducted by personnel of the Division, government departments and agencies and non government organizations, and
- by fostering within the Division a continuing awareness of developments in the chemical industry, the industrial chemical sectors and the implications these developments have for the Canadian chemical industry, for its growth and for its sales abroad.

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of  
Time

- Formulates new or modifies existing divisional programs when development and trade problems are identified or forecast to provide incentive and assistance to industry to improve its efficiency and productivity, increase its contribution to the national economy improve its competitive position in foreign markets and to encourage orderly and rational growth

- by conducting a *continuing* review of existing divisional programs to assess their effectiveness and determine the necessity for modification to meet changing conditions,
- by originating and directing the development of program proposals, recommending terms of reference, approving methods and approaches, and weighing alternatives,
- by ensuring compatibility of proposals with government policy, departmental objectives and international obligations,
- by negotiating and consulting with other departments and agencies, industry and trade associations to secure consideration, agreement and approval in principal,
- by directing the completion of the details of the program proposals and drafting the submissions and documents required for formal approval, and
- by directing the implementation of the approved programs by the Division.

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- Conducts the industrial development programs of the Division within guidelines of overall departmental policy to ensure the chemical industry is acquainted with and understands the government assistance which is available and to promote and aid in the use of such assistance by the chemical industry to enable it to improve efficiency and productivity and remain competitive in domestic and foreign markets

- by reviewing, appraising and approving a variety of information, assessments, forecasts and recommendations developed by Division personnel in their role as expert advisers on industrial chemicals to officials of government and industry.
- by exchanging views and assessing information on the chemical industry with officers of other branches, departments and agencies, and applying the information acquired to appraise the effectiveness of current divisional development programs and adjust them if necessary,
- by chairing, making presentation-, to, and attending meetings and conferences, within and outside the *government* to disseminate information and to promote the industrial development services and assistance available from the Division, Branch and Department,
- by providing guidance and assistance to other departments and other levels of government participating in the industrial development programs of the Division,

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- by providing or arranging for expert advice to program management groups in the assessment of industry submissions for industrial development assistance, and
  - by providing personal advice and counsel to Canadian companies on their discussions and negotiations with other departments and agencies and on the resolution of problems arising from foreign parent management.
- Conducts the trade development programs of the Division within the guidelines of overall departmental policy to ensure that the export trade in the Canadian industrial chemicals continues to flourish and expand
- by directing and approving within the terms of reference of previously developed divisional programs the planning of goals, objectives and targets for the expansion of trade in the various industrial sectors of the Division,
  - by directing divisional participation in major trade development activities such as trade missions, trade fairs, market surveys, trade studies and directing divisional collaboration with trade association councils and committees,
  - by directing the identification and definition of trade expansion problems, devising and implementing new methods, techniques and approaches to circumvent, overcome or resolve these problems, and making changes to the trade development programs as required,
  - by directing the assessment of the capabilities of companies to meet the demands of foreign markets,
  - by developing plans for the formation of consortia in specific areas of industry to enable Canadian companies to compete more effectively in foreign markets,
  - by directing a continuing review of the export policy of foreign subsidiaries in Canada and seeking ways to have such policy changed to foster an increase in the export of goods manufactured in Canada, and
  - by establishing and maintaining close communication between the Division, the Trade Commissioner Service, trading corporations and foreign buyers in order to identify and recommend new export opportunities to industry.
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- Organizes and directs the activities of the Division personnel to ensure optimum utilization of human and material resources and co-ordination of effort with other divisions and branches
- by reviewing and implementing branch and departmental directives and instructions to ensure divisional compliance with policy,
  - by developing schedules and priorities to meet the goals and objectives of the industrial and trade development programs of the Division,
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of Time

- by assigning projects and delegating the appropriate authority to section heads and officers of the Division,
  - by determining the need for and advising and implementing staff training and development programs,
  - by examining staff productivity, appraising employee performance and recommending appropriate personnel action,
  - by directing the training of assigned personnel such as Assistant Trade Commissioners-in-training, Regional Officers and officers from developing countries,
  - by reviewing and making recommendations on divisional requirements such as officers and support staff, outside consultants, space and supplies, and
  - by *planning*, securing approval for and administering the divisional budget.
- Performs other duties such as coordinating the preparation of briefing instructions for delegates to meetings of national and international chemical industry associations; briefing senior government officials on the attitude of industry to the issues to be discussed at international conferences; informing industry of developments and conclusions reached at these conferences; leading Canadian delegations composed of government and industrial representatives to national and international conferences; representing the Department on interdepartmental committees established to discuss policy matters related to the chemical industry; drafting letters and speeches for the Minister and other senior officials; reviewing and commenting on studies and reports made by other branches, departments, industry and consultants having reference to the state of the chemical industry, and participating in the activities of selection boards.

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## Specifications

Degree

### Kind of Assignments

The work requires planning, organizing and directing divisional programs to identify weaknesses in the industrial chemicals, oil and gas sectors of the Canadian chemical industry, provide technological advice to foster improved efficiency and productivity, encourage and assist the industry to use the financial assistance made available to it by the Government, identify foreign markets and promote Canadian exports. The formulation of these programs is founded on an in-depth analysis of Canadian industry, technological changes and the shifting demands of world markets. A high degree of planning is required to meet the program objectives and co ordinate a multiplicity of activities designed to improve industry and to promote sales abroad.

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Activities revolve around a large and complex Canadian industry, frequently require the development and application of new techniques and methods and necessitate the simultaneous co-ordination of projects which

cross a number of subject-matter areas such as production, promotion and national and *international* legislation.

The work requires the completion of *assignments* that are outlined only by the objective of the Department which is to encourage industrial development and promote exports.

The manner in which these *assignments* are completed is influenced by such external influences as local and foreign market demands, technological advances, availability of funds, foreign ownership of Canadian companies, foreign tariffs and duties and shipping costs.

#### Complexity of Work

The work requires a high degree of originality and creativity in identifying situations which are stumbling blocks in the conduct of divisional activities. For example, Canada produces thousands of industrial chemicals but there was little information available for trade commissioners and foreign importers who were not trained as chemists. The incumbent identified this problem and proposed and guided the preparation of a booklet listing chemicals available for export, their sources and their end-uses. The booklet is now used as a trade promotion tool and ready reference.

A high degree of initiative is required in adapting existing practices on developing new approaches to solve what are very real problems for the Canadian chemical industry. The incumbent knowing of a large surplus of sulphur sought out several senior officials of industry when visit inf Japan on other business. Strict Japanese controls prevented the entry of foreign sulphur. A visit to Canada for a group of Japanese businessmen was arranged. They met with Canadian producers, examined Canadian facilities and discussed the advantages of buying sulphur from Canada. As a direct outcome of this visit Japan began to import Canadian sulphur.

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The work requires an authoritative knowledge of the Canadian and foreign chemical industries in general and the industrial chemical sector in particular, which is acquired through extensive formal training and continuing research and study, authoritative knowledge of the resources and markets available to the *Canadian* industry; government policy and legislation applicable to industrial and trade development; and the practices, methods and resources for the promotion of Canadian goods in foreign markets.

#### Professional Responsibility

The work requires research into background information to formulate divisional industrial and trade development programs for which the

Degree

incumbent assumes full responsibility in the field of industrial chemicals. The resolution of problems encountered in the implementation of these programs is also the responsibility of the incumbent. The incumbent is the authority on industrial chemicals and his recommendations on Division activities designed to encourage industrial development and promote exports are final.

The assignments which are stated only in broad terms require in-depth analyses of background material that covers several subject-matter areas. The incumbent is responsible for using these analyses to identify problems affecting the growth of the industrial chemical sector, formulate proposals and determine and implement methods and procedures to resolve them.

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The work also requires the incumbent to assume full responsibility for the interpretation of detailed analyses prepared by his Division. For example, should he identify a foreign market for a specific chemical his recommendations could lead to a Canadian industry committing funds for expansion, participation in a trade fair and negotiations with foreign governments on tariff rates.

#### Management Responsibility

The work requires planning, organizing and directing the work of twelve professional and four support staff. Projects are assigned to individual officers, priorities determined and schedules developed to meet the objectives of the divisional programs developed by the incumbent. To ensure that personnel have the capacity to carry out their assignments, the incumbent is responsible for devising and implementing staff training and development programs. Employee productivity is appraised and recommendations on appropriate personnel action made.

The incumbent is responsible for the preparation and administration of a divisional budget which includes provisions for staff, outside consultants and space and supplies. The incumbent is also responsible for the training of departmental officers and officers from emerging countries seconded to the division for instructional purposes.

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A continuing review is kept on the activities of the Division and when organizational and administrative changes are indicated, the incumbent decides upon the areas to be modified, develops new procedures and implements them.

The incumbent is required to participate in and lead Canadian delegations to national and international meetings at which issues affecting the Canadian chemical industry are discussed. He is also required to co-ordinate the activities of his Division with other departmental organizational units such as Publicity, Fairs and Missions, Promotional Services and the Trade Commissioner Service.

Impact of Recommendations and Activities

The incumbent is responsible for providing advice and making *recommendations* that affect the industrial and trade development of a major segment of the Canadian chemical industry which is complex, and diversified and comprises several hundred companies, including fifty large international corporations, 1,100 establishments and 60,000 employees. The industry produced goods to the value of \$4.3 billion a year with annual exports valued at \$1.0 billion.

There is responsibility to alert senior government officials to emerging industrial and trade development problems and to recommend courses of action to resolve or avoid such problems. The ability of the chemical industry to remain competitive and to sell its products in foreign markets has a direct impact on the *national* economy.

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The incumbent is also responsible for making recommendations on matters such as trade expansion, access to low tariff markets, formation of consortia, and rationalization of industry. These recommendations if and when implemented could affect the dollar volume of Canadian exports, influence government policy and lead to international conferences on trade.

BENCH-MARK. POSITION DESCRIPTION

Bench-mark Position Number: 8

Level: 4

Descriptive Title: CHIEF, MANUFACTURING DIVISION,  
COMBINATION BRANCH

Summary

Under the direction of the Director, Combination Branch, Office of the Director of Investigation and Research, Combines Investigation Act, Department of Consumer and Corporate Affairs, plans, directs and co-ordinates the operations of the Manufacturing Division, responsible for carrying out investigations under the Combines Investigation Act into alleged violations, by members of the manufacturing sector of the economy, of section 32 which proscribes combinations among competitors to lessen competition unduly; directs, co-ordinates and participates, as a representative of the Director of Investigation and Research, in the conduct of investigations of restrictive trade practices in respect of allegations of offences under section 32 of the Act; provides information and advice to counsel appointed by the Attorney General of Canada to prosecute persons charged with violations of section 32 of the Act; provides advice to, and communicates and consults with management of businesses, legal counsel, members of the Public Service, trade associations and other interests; and performs other duties.

Duties

% of  
Time

- Plans, directs and co-ordinates the operations of the Manufacturing Division which is responsible for investigating alleged violations of section 32 of the Combines Investigation Act by members of the manufacturing sector of the economy

- by reorganizing the work of the Division, as required, to provide for the orientation and development of new officers in the work, and to undertake a broader scope of investigations imposed by changes in legislation,
- by assigning to experienced officers the tasks of monitoring the work of new officers against established standards of quality and providing guidance on the details of investigative procedures,
- by initiating and guiding the conduct of informal inquiries to determine if cause exists for commencing formal inquiries,
- by initiating and guiding the conduct of formal investigations approved by the Branch Director,
- by advising, instructing and training subordinate officers in investigation procedures and evaluating their performance,
- by reviewing, evaluating and editing the reports of subordinate officers to ensure that the evidence presented is consistent and establishes a pattern and the facts of the behavior on which allegations of misconduct may be based,
  - by reviewing objectives and approaches identified and defined for proposed investigations to ensure that they are consistent with Branch policies and approved procedures,

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- by recommending to the Branch Director changes or developments in established investigation procedures, the commencement of new investigations, and the action to be taken to resolve problems arising from investigations in progress, and preparing recommendations to be submitted by the Branch Director to the Director of Investigation and Research in respect of action to be taken on the submission of evidence to the Restrictive Trade Practices Commission or to the Attorney General of Canada, and on the continuation or termination of investigations, and
- by reporting at regular intervals to the Director of the Combination Branch on the progress of each investigation.

- Directs, co-ordinates and participates as a representative of the Director, Investigation and Research, in the conduct of investigations of restrictive trade practices to determine the structure, performance and conduct of industry and resultant effects upon the public in respect of allegations of offences under section 32 of the Act

- by identifying and defining the objectives of the investigation and approaches to be used,
- by initiating and guiding the planning of investigations including the determination of the premises to be searched for evidence, the executive or managerial personnel to be interviewed and the obtaining of the formal authorization to conduct the searches,
- by briefing the personnel allocated to assist in the investigation, directing, reviewing and coordinating their activities, such as the examination of firms under investigation and the drafting of formal orders and questionnaires for written returns of information under oath,
- by overseeing arrangements for the selection and examination of witnesses before the Restrictive Trade Practices Commission, including the preparation of briefs and outlines for use in examining witnesses, and
- by reviewing, providing guidance and advising on the analyses of evidence and the preparation of Statements of Evidence and of argument on the facts in support of allegations of misconduct, and defending such arguments before the Restrictive Trade Practices Commission and by overseeing liaison with executive or managerial personnel and their legal representatives.
- Provides information and advice to counsel appointed by the Attorney General of Canada to prosecute persons charged with violations of section 32 of the Act with respect to the facts and economic aspects of specific cases
  - by reviewing, providing guidance and advising on the preparation of a detailed brief of the evidence, by subordinates, for the use of Crown Counsel,

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	% of Time
<ul style="list-style-type: none"><li>- by providing guidance on the preparation of argument on the facts to be presented to the Court,</li><li>- by recommending the evidence to be entered as exhibits in the Court and the witnesses to be called by the Crown, and</li><li>- by recommending to Crown Counsel on the submission to be made to the Court in respect of penalties in cases where a <i>conviction</i> has been obtained.</li></ul>	10
<ul style="list-style-type: none"><li>- Analyses and advises upon proposals for export agreements put forward as eligible for exemption under section 32•(4) of the Act by assigning the conduct of the study of such proposals to, and reviewing reports prepared by assistants, and by reporting to the Director of the Combination Branch on the outcome of studies and making recommendations to be submitted by him to the Director of Investigation and Research on the eligibility for exemption in respect of qualifications contained in section 32 (5) of the Act.</li></ul>	7
<ul style="list-style-type: none"><li>- Provides advice to, and communicates and consults with management of businesses, legal counsel, members of the Public Service, trade associations and other interests, as the representative of the Director of Investigation and Research under the Combines Investigation Act, in connection with the program of compliance which supplements prosecutions as a method of enforcement<ul style="list-style-type: none"><li>- by explaining the objectives of the program of compliance and the Act in general and its application to specific situations,</li><li>- by advising whether or not the adoption of a proposed plan or program would lead to investigations under the Act,</li><li>- by participating, as a specialist, in interdepartmental discussions relating to aspects of competition policy in programs administered by other government departments, and</li><li>- by addressing groups to explain the program and policy of the Director of Investigation and Research.</li></ul></li></ul>	Y,
<ul style="list-style-type: none"><li>- Performs other duties such as carrying out a continuing study of the statistics, structure, behavior and conduct of industries in the manufacturing sector of the economy as reported in periodicals, industry studies, and other literature pertaining to economics anti-combines law and legal literature, both domestic and foreign.</li></ul>	5

Specifications

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Kind of Assignments

The incumbent plans, directs and co-ordinates the activities of the Manufacturing Division, responsible for conducting investigations into violations of section 32 of the Combines investigation Act, in accordance with objectives, priorities and

procedures established or approved by the Director, Combination Branch. He reorganizes the work of the Division to meet changing requirements of legislation affecting the scope of investigation activities and the size of staff; initiates and guides the conduct of informal inquiries to determine if formal investigation is required; initiates and guides the conduct of formal inquiries; advises, instructs and trains, and evaluates the performance of four subordinate officers; writes progress reports; and participates in the preparation of Statements of Evidence and of argument in support of allegations.

The work requires planning, directing, coordinating and participating in the conduct of investigations of restrictive trade practices, defining objectives of investigations, initiating and guiding the planning of the details of such investigations; briefing personnel allocated to assist in the work; overseeing arrangements for the examination of witnesses before the Restrictive Trade Practices Commission; and providing guidance on the analysis of evidence and the preparation of argument.

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The work also requires advising counsel appointed by the Attorney General of Canada; analyzing and advising on proposals for export agreements; advising management of business, legal counsel and others in connection with the Act and Branch programs; and participating in interdepartmental discussions and addressing groups to explain Branch policies and programs.

#### Complexity of Work

Investigations directed and conducted by the incumbent cover articles or commodities that may be the subject of trade or commerce in Canada. Each investigation concerns a specific trade or industry and its markets can be either local, regional or national. Examples of these are the Windsor Ready-Mix Concrete case, the Pulpwood case (Ontario and Quebec) and the Paperboard Shipping Containers case respectively.

In the preliminary stages of an inquiry data and information come from such sources as submissions by complainants, interviews with federal, provincial and municipal government officials, annual reports of corporations, DBS publications, financial and trade publications and daily press reports.

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Conspirators ordinarily do not keep coherent records of illegal activities and much of the limited evidence available is circumstantial in character. In most combines cases the evidence is so fragmented that its various pieces have to be fitted together to establish the pattern and the facts of the behavior on which allegations of misconduct may be based.

In the formal stages of an inquiry, information gathered either by

Degree

questionnaire or the interrogation of witnesses requires careful design of questions to bring forth useful information that can be collated on a uniform basis for comparative reconciliation.

An investigation under the Act involves the examination of business records on the premises of the parties under investigation and the acquisition of information by formal returns and the examination of witnesses under oath before a member of the Restrictive Trade Practices Commission. All evidence is studied and analyzed to establish whether or not there has been a violation of the Act. Where violations occur a Statement of Evidence is prepared for submission to the Restrictive Trade Practices Commission. The evidence is referred to the Attorney General of Canada and, if prosecution is recommended, a brief or statement for Crown Counsel is prepared.

There is a requirement to co-ordinate the activities of the Division with those of Crown Counsel and the Restrictive Trade Practices Commission. Periodic changes in legislation affect the nature and scope of the investigations conducted.

A wide range of established and proven methods and techniques are used in carrying out investigations. On occasion techniques must be adapted to suit the peculiarities of the case.

The work requires a knowledge of the practices and techniques of economics, statistics, accounting, business administration and law, a knowledge of sources of information and of precedents and practices as well as a comprehensive knowledge of the Combines Investigation Act and related legislation and jurisprudence.

#### Professional Responsibility

The incumbent, under the direction of the Director, Combination Branch, initiates the conduct of informal inquiries into alleged violations of the Act, and the conduct of formal investigations in accordance with the objectives, priorities and procedures approved by the Director, Combination Branch, and delegates authority for the conduct of such investigations to subordinate officers under general supervision. In respect of investigations when the incumbent represents the Director of Investigation and Research, to exercise his formal powers under the Act, objectives, and approaches are identified and defined by the incumbent. In so doing he must apply the provisions of the Act and the policy of the Director of Investigation and Research.

4

The work of the incumbent is reviewed by the Director of the Combination Branch through general progress reports on each current investigation which states problems of major importance encountered, and recommended

courses of action for their solution and recommends further steps to be taken in proceeding with investigations.

Problems encountered by subordinate officers, more particularly those of a legal nature that cannot be resolved in the field, such as obstruction by parties under investigation, destruction of evidence and objection to removal of evidence from premises, are referred to the Director for advice and guidance.

The incumbent reviews the work of subordinate officers, to ensure that evidence presented is consistent and establishes a pattern of facts of the behavior on which allegations of misconduct may be based, and the objectives and approaches to investigations proposed by subordinates to ensure consistency with Branch policies and approved procedures, analyses the evidence collected and evaluates the argument prepared to support allegations of misconduct.

The work requires analyzing proposals for export agreements put forward as eligible for exemption under section 32 (4) of the Act, making recommendations for action to be taken, and advising the Director on such proposals and on other matters.

#### Management Responsibility

The incumbent organizes the work of the Division to conduct investigations in accordance with the requirements of legislation; directs and co-ordinates the work of four officers engaged in conducting investigations of allegations of misconduct under section 32 of the Combines Investigation Act; assigns investigations to officers; reviews work progress against schedules and established priorities; instructs and trains subordinate officers in investigational procedures; co-ordinates the administrative work of the Division with that of Crown Counsel and the Restrictive Trade Practices Commission; arranges for authorization for examining witnesses and conducting argument proceedings; and advises on the development of Branch administrative procedures.

3

#### Impact of Recommendations and Activities

Decisions and recommendations affect the conduct and effectiveness of the operations of the Manufacturing Division, contribute to the effective administration of competition policy, and promote free and open competition in the marketplace among businesses in the manufacturing sector of the economic.

If an investigation into a situation warranting an inquiry under the Act does not proceed because of a faulty recommendation on the part of the incumbent, the aim and purpose of the legislation, namely the preservation of free and open competition in the marketplace, is defeated with adverse effects on the public interest.

4

Degree

Conversely, if an unwarranted investigation gets under way, there would be misuse of government resources and the parties investigated would be unjustly treated and put to unnecessary inconvenience and expense.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 9

Level: 5

Descriptive Title: DIRECTOR, APPAREL AND TEXTILES

Summary

Under the general direction of the General Director, Apparel and Textiles Branch, directs and co-ordinates the activities of the three industry sector divisions to ensure the most efficient allocation of resources to the task of stimulating and assisting efficient growth and improved productivity in the apparel and textile industries comprising 4,300 establishments employing 232,000 persons, and promoting the optimum development of export sales by them; participates in the formulation of branch and departmental policy; develops and maintains effective working relations with senior officials in other departments and with top management in industry; negotiates agreements leading to co-operative endeavors by government and industry; and performs other duties.

Duties

of Time

- Directs the three industry sector divisions, and an economist section in the effective pursuit of their main missions - industry and trade development service work, study and analysis of the problems and opportunities of specific industry sectors, the formulation and development of divisional programs to achieve the Department's objectives and the implementation of such programs, and evaluation to ensure that the Branch makes the maximum possible *contribution* to the attainment of the Department's objectives
- by identifying problems and/or unrealized potential for growth in particular industry sectors and setting goals and priorities for programs of the divisions,
- by appraising the cost-effectiveness and advising on the practicability of projects proposed by subordinates,
- by directing and coordinating the work of 16 officers, through three divisional chiefs and the chief economist,
- by developing and implementing reporting systems for effective management control of Branch activities, and
- by defining and explaining branch and departmental policies and objectives to Branch staff.
- Participates in the formulation of Branch and departmental policies and programs to ensure that decisions on policies and programs may be made with the full knowledge and understanding of the state of the industry sectors and the impact on them of these decisions
- by providing advice and guidance to the Branch General Director and to the Assistant Deputy Minister (Operations) on all matters relating to the apparel and textile industries,
- by recommending to the General Director, the branch developed programs for departmental approval, and

40

25

% of Time,

- by participating in conferences with departmental senior *management* and with senior officials in other departments.
- Develops and maintains effective working relations with senior officials in other departments, with senior management in industry and with senior officials in foreign governments in order that the Branch may give maximum assistance to these departments and the industry and in order that the co-operation necessary for the success of the Branch programs may be secured from these individuals
  - by organizing and taking part in meetings and seminars, both domestic and international, such as those of the Organization for Economic Co-operation and Development,
  - by explaining departmental policies and programs to industry groups,
  - by *ensuring* that the services available from the Department are readily given to trade associations and individual firms, and
  - by providing sound and objective advice and guidance to other government departments, when requested, on matters relating to the apparel and textile industries.
- Negotiates agreements leading to government/industry co-operative projects in order that opportunities for achievement of branch and departmental objectives through industry participation may be fully exploited
  - by determining conditions under which such co-operation should be sought,
  - by explaining to industry management the benefit to them from such co-operation, and
  - by reaching agreement as to the exact terms and conditions under which a project such as the Comparative Advantages Study shall be carried out.
- Performs other duties, such as supervising the developing and training of staff, forecasting workloads and annual requirements for funds, staff and facilities, and allocating staff.

15

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Specifications,

Degree

#### Kind of Assignments

The incumbent plans, directs and co-ordinates programs in the three sector divisions in accordance with directives and objectives established by the General Director, and establishes goals and priorities for divisional projects for the industrial and trade development of sector industries, and delegates authority for the conduct of such projects to the Division Chiefs.

The incumbent develops and implements reporting systems to control Branch activities and to ensure compliance with budgetary and other

limitations; provides advice to the General Director and to the Assistant Deputy Minister (Operations) on matters concerning branch and departmental policies in respect of the apparel and textile industries; participates in meetings such as those of the Organization for Economic Co-operation and Development; negotiates agreements leading to government-industry co-operative projects such as the Comparative Advantages Study; and develops and maintains effective working relationships with senior officials in government and industry to foster their co-operation in achieving departmental objectives. 5

The work also requires planning, organizing and directing studies to identify technological and market problems or unrealized potential for growth in the textiles, clothing, and leather and footwear sectors of the industry.

#### Complexity of Work

The identification of problems and the evaluation of proposed projects requires studying production and trade developments in respect of the apparel and textiles sectors and analyzing information and data developed by subordinate officers to determine the practicability of studies and advantages, disadvantages and implications of proposed projects for departmental programs and for the sectors and to assess their cost effectiveness. the

The work requires developing sector studies, such as the textiles Comparative Advantages Study, defining concepts, terms of reference and their scope and depth and selecting consultants who are competent to conduct such studies in collaboration with Branch staff. 5

A high degree of initiative is required in adapting conventional approaches or developing new approaches to resolve technological or marketing problems in the industry. The incumbent determines such variables as products to be studied, cost breakdown required, production costs, financing, and developments in machinery and production techniques to be studied in relation to particular problems.

In some projects there is a requirement to co-ordinate the work of several consultants with that of Branch staff.

The work requires discussing proposed developments projects with representatives of industry and negotiating agreement for their participation.

The work requires an advanced knowledge of the Canadian and foreign textile and apparel industry trade and technology; a thorough knowledge of the principles and practices in a related discipline such as economics or commerce; and a comprehensive knowledge of the pertinent government legislation and regulations.



Degree

#### Professional Responsibility

The incumbent, under the general direction of the General Director, develops the program for the three sector divisions in consultation with the Division Chiefs and in accordance with directives which clarify Department policy concerning the apparel and textiles industry.

The work of the incumbent is reviewed regularly through consultation with the General Director and annually in terms of the *achievement* of Branch objectives and the effectiveness of the Division.

Reports on the work of subordinates and their proposed projects and recommendations are reviewed for practicability and soundness of approach.

5

There is also a requirement to define the terms of references for studies to be conducted by consultants, approve the concepts of these studies and determine the approaches and techniques to be used and the scope and depth of the studies; to select *consultants* to conduct the studies; and to review progress reports of consultants under contract and to recommend acceptance of their reports.

Reports of *consultants* and subordinates, and trends in the industry are analyzed and interpreted by the incumbent and provide the basis for project and program planning, policy formulation and the provision of authoritative advice to senior officials both in government and industry.

#### Management Responsibility

The incumbent directs and co-ordinates the work of a Senior Economist in charge of a small section, and through three division chiefs, the work of three divisions employing 19 Industrial and Trade Development Officers and a support staff of 9 employees.

The incumbent is responsible for planning and implementing the review of annual estimates, establishing goals and priorities for Division programs in consideration of staff and other resources; examining progress reports and expenditures to assess progress against budgetary and other limitations, and developing and implementing reporting systems to effectively control activities.

5

The work requires evaluating the cost-effectiveness and practicability of projects in relation to available funds, manpower and facilities; defining terms of reference and negotiating terms of contracts; and selecting consultants to conduct studies under contract.

The work also requires coordinating the activities of subordinate officers with those of consultants and participants in other departments and industry; providing advice to senior administrators on the

development of Branch administrative directives; and negotiating the terms of agreements leading to co-operative government/industry projects with senior industry officials.

#### Impact of Recommendations and Activities

Decisions and recommendations affect department policies in respect of the apparel and textile industries; the development and implementation of the industrial and trade development programs of the three Divisions; the operational effectiveness and competitiveness of many of the 4,300 apparel and textiles establishments employing 232,000 people, in sectors where foreign competition for international and Canadian domestic markets is extremely keen. Advice and recommendations on acceptable levels of imports, during negotiations with foreign governments regarding restraints on exports to Canada, has an effect on the tariff structure and trade agreements in respect of apparel and textiles commodities.