



CLASSIFICATION STANDARD

INFORMATION SERVICES

**ADMINISTRATIVE AND
FOREIGN SERVICE CATEGORY**

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INTRODUCTION

This standard describes the classification plan used to determine the relative difficulty of jobs allocated to the Information Services Group. It consists of an introduction, definitions of the Administrative and Foreign Service Category and the Information Services Group, a glossary of terms, level descriptions and benchmark position descriptions.

The level description method is used to classify jobs allocated to the Information Services Group. Each of the six levels in the classification plan is described in terms of the primary feature used to assign jobs to the level. Jobs are regarded as being of equal difficulty and are assigned to the same level when the duties and responsibilities best correspond, on the whole, with the description of that level and the benchmark position descriptions that exemplify that level.

Benchmark Positions

Benchmark position descriptions exemplify each level. Each description consists of a statement of the duties and distinguishing features of the position. The benchmark position descriptions are an integral part of the plan and are used to ensure consistency in applying the level descriptions.

Use of the Standard

Four steps are to be followed in applying this classification standard:

1. the position description is studied to ensure understanding of the position as a whole. The relation of the position being evaluated to positions above and below it in the organization is also studied;
2. the allocation of the position to the category and group is confirmed by reference to the definitions and the descriptions of inclusions and exclusions;
3. the position is tentatively assigned to a level by comparing the duties and responsibilities of the position with the level descriptions, and determining which level best corresponds on the whole with the duties and responsibilities of the position;
4. the description of the position being evaluated is compared with the descriptions of the benchmark positions illustrating the level tentatively selected, and comparisons are also made with the descriptions of benchmark positions for the levels above and below the level tentatively selected, 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Occupational categories were repealed by the Public Service Reform Act (PSRA), effective April 1, 1993.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.

Notes to Raters

In the application of this Standard, raters are advised of the following considerations:

1. Level descriptions constitute the minimum criteria for determining the level of a position.
2. The element of advice is one which is shared among many levels. Therefore, it may be counted as a primary responsibility in many positions.
3. The element of public environmental assessment has been defined as containing three principal activities -- environmental research, environmental analysis and evaluation of communications plans and activities. At some levels, one or two of these activities may be claimed as principal responsibilities of environmental assessment. (See Glossary of Terms)
4. Positions which carry out internal communications should be rated as though the position dealt with external communications.
5. In Level 6, responsibility for 'overall management of a region's communications embracing at least five major components or sectors which deliver programs or services to the public' excludes finance and administrative sectors in the regions.
6. Plurals used in level descriptions mean two or more (e.g. delivery of services means delivery of two or more activities).
7. Departments supplying communications services to other Department (e.g. Supply and Services) should interpret the standard's references to "major components" (plural) as meaning "departments.'
8. Where a position provides advice, operational planning and communications services to major components, but does NOT report to an EX or SM manager whose specific accountabilities include communications, Level 5 criteria should be applied.

Glossary of Terms

The group definition, level descriptions and benchmark position descriptions use terms which have specific meanings and raters are to refer to the Glossary of Terms to ensure consistency of understanding in the use of these terms:

Advertising The preparation and/or dissemination of information through the purchase of space or time in print and electronic media, including the use of outdoor and transit facilities.

Advising Counseling management at any level on policy formulation, program design or the specialized use and impacts of communications media.

Application of language to the work The use of appropriate language in communicating with identified audiences through designated media.

Audio-visuals The creation and approval of the content and presentation of information vehicles which combine sound and sight (e.g., film, radio and television, videotape, recording, still photography, film strips and slides).

Communications activities Writing, editing (including scientific and technical writing and editing), publishing, audio-visuals, exhibits/displays, promotion/publicity, advertising, enquiries, media relations and evaluation.

Communications Branch The organizational unit responsible for the communications function.

Communications elements The principal elements of the function: public environmental assessment, advising, planning and functional management.

Communications function The sum of all the elements described in the group definition.

Department Means also agency.

Editing Improving the presentation and the quality of manuscripts by correcting errors in grammar, sentence structure and format; it may include revising or rewriting portions of text to improve clarity, organization of material, conciseness, consistency and accuracy; it may also include ensuring that a text accurately reflects the meaning or content of the same text in the other official language.

Enquiries Receiving public requests for information, researching and preparing appropriate responses, and analyzing the incoming material to identify trends or other aspects relevant to public attitudes, wants, needs and perceptions.

Evaluation Cost-effective means of determining whether objectives are met or whether communications products have achieved their intended purpose (e.g., reader response cards, audience spot surveys, public service satisfaction surveys).

Exhibits/Displays The creation and approval of the content and presentation of, and deploying and managing major international, national, regional or urban presentations, showings or displays of objects, pictures and/or printed matter intended for public viewing, including displays in lobbies and shopping centres and in local, regional and national fairs and exhibitions.

Functional management (operations, implementation) Conceiving, planning, managing, implementing and evaluating communications work involving five or more activities.

Major component or sector An organizational unit immediately below the Deputy Head or Chief Executive Officer of the Department.

Major facility/institution A federally-administered physical structure, complex or site, such as an international airport, a hospital or research centre, which supports a high volume of service to the public or has a significant level of visibility.

Management of, managing Carrying out the recognized major functions of management: planning; programming or organizing; leading, directing or coordinating; controlling or evaluating, in relation to a function, an element, an activity or project; and does not necessarily include supervision of staff and resources.

Media relations Developing and maintaining effective communications with representatives of print and electronic media, to facilitate the flow of information between government and public by explaining governmental, ministerial, departmental and program goals, objectives, policies, programs and activities by approved means.

Media techniques Professional techniques employed in print and electronic media which may be required to be performed in a particular position.

Multiple media project A project employing three or more activities in the achievement of (a) communications objective(s).

Planning Elaborating corporate (e.g., department-wide) strategic and operational plans that identify key elements of the organization's internal and external environment, affirm its mission or mandate, set its objectives and devise communications strategies for all levels to achieve its goals and objectives.

Planning (Operational) Operational communications planning translates corporate strategies into activities and identifies resource requirements.

Planning (Strategic) Strategic communications planning links governmental, ministerial and institutional priorities which are the basis for all communications activities and lays out broad parameters of action for the future.

Promotion/publicity Developing and executing a strategy and program to promote the services or products of an organization and create a favorable image of the organization in relation to those services or products (e.g., special events).

Public Environmental Assessment 1) Researching the key social, political, economic, technical and legislative (legal) factors; identifying group and individual stakeholders and their positions; tracking issues, factors and interests over time; 2) analyzing the implications of the research findings for policy development, for program design, for service delivery and for communications, in relation to federal, ministerial, departmental and program goals, objectives and services, and 3) conducting effectiveness assessment of communication plans and activities.

Publishing (publications) The whole process of selecting or commissioning material, preparing and arranging for its printing, distribution and/or sale.

Under general supervision Prescribed objectives are given but the person supervised has freedom of action, solving most problems of detail and undergoing review by the supervisor on completion of the work.

Under supervision Work objectives and techniques are prescribed by the supervisor but the person supervised selects and applies appropriate procedures on his/her own responsibility, subject to review at each stage by the supervisor. A more intensive level of supervision than general supervision.

Writing Gathering and synthesizing information and composing written material, usually for publication and distribution, to convey particular messages to intended target audiences in a readily understandable manner; it may include conducting research, carrying out interviews, and liaising with officials at various levels.

Level DescriptionsLevel 6

This level reports to an EX/SM manager whose specific accountabilities include communications and is responsible for:

- the management of two elements, or,
- the provision to major components or sectors of advice, communications operational planning and communications services covering three or more activities, or,
- the provision to major components or sectors of research and analysis, advice and strategic or operational planning, or,
- overall management at Departmental Headquarters of regional communications, or,
- the overall management of a region's communications embracing at least five major components or sectors which deliver programs or services to the public and the direction of communications staff

at two or more other major facilities.

Nature of Work/Responsibility

This level involves responsibility for one of the above areas of activity, which may include in-house and/or contracted resources.

Initiative and judgment are required to plan, implement and evaluate work in any one of the five areas of responsibility.

Expertise

Extensive understanding is required of governmental and departmental objectives, policies, mandates, relevant legislation, machinery of government and administrative practices. A high degree of skill is required to direct the work and to integrate it into the communications function.

Level 5

This level is responsible for:

- the management of an element and of an activity of public environmental assessment, or,
- the provision of ministerial communications advice, planning and support, or,
- the provision to a major component or sector of advice, communications operational planning and communications services, or,
- the provision to a major component or sector of research and analysis, advice and communications operational planning, or,

- the management of the communications functions in a region or a major facility or institution.

Nature of Work/Responsibility

This level involves responsibility for one of the above areas of activity, which may include in-house and/or contracted resources.

Initiative and judgment are required to plan, implement and evaluate work in any one of the five areas of activity.

Expertise

Good understanding is required of governmental and departmental objectives, policies, mandates, relevant legislation, machinery of government and administrative practices. Skill is required to plan, organize, coordinate and evaluate the work in the area of activity.

Level 4

This level is responsible for:

- the provision of environmental assessment or corporate planning, or,
- the management of one or more activities, or,
- the management of multiple media projects, or,
- the provision of ministerial communications support, or,

- the provision in a region or at departmental headquarters of advice, communications planning and communications services to one or more programs within a major component.

Nature of Work/Responsibility

This level involves responsibility for one of the above areas of activity, which may include in-house and/or contracted resources.

Initiative and judgment are required to plan, implement and evaluate work in any one of the five areas of activity.

Expertise

Good understanding is required of governmental and departmental objectives, policies, mandates, relevant legislation, machinery of government and administrative practices. Skill is required to plan, organize, coordinate and evaluate the work in the area of activity.

Level 3

This level is responsible, under general supervision, for preparing major inputs to public environmental assessments and activity evaluations, or, to strategic, operational and work plans, or, to policy and advisory measures,

OR,

for the delivery of activity service(s).

Nature of Work/Responsibility

This level involves supervised execution of one of the above. Initiative and judgment are required to plan and carry out assignments.

Expertise

General understanding is required of governmental and departmental objectives, policies, mandates, relevant legislation, machinery of government and administrative practices.. Good expertise in an element or an activity is required.

Level 2

This level is responsible, under supervision, for assisting in the preparation of inputs to public environmental assessments, or, to strategic, operational and work plans,

OR,

for providing research, writing, editing and scheduling support to the delivery of activity services.

Nature of Work/Responsibility

This level involves supervised execution of one of the above. Initiative and judgment are required in carrying out assignments.

Expertise

Knowledge is required of governmental and departmental objectives, policies, mandates, relevant legislation and machinery of government. Expertise in an activity is required.

Level 1

As part of a training or development plan, under supervision of a Government Communications officer, this level performs a variety of selected tasks to develop or improve knowledge and skill in communications elements or activities.

BENCHMARK POSITION DESCRIPTIONS

<u>No.</u>	<u>Title</u>	<u>Level</u>
1	Director, Operations	6
2	Director, Advice, Planning and Services	6
3	Director, Planning and Environmental Assessment	6
4	Director, Regional Coordination	6
5	Director, Regional Services	6
6	Chief, Advice and Environmental Analysis	5
7	Chief, Ministerial Services	5
8	Program Communications Executive	5
9	Regional Director	5
10	Head, Environmental Assessment (or Corporate Planning)	4
11	Head, Communications Unit(s)	4
12	Senior Communications Officer	4
13	Ministerial Support Officer	4
14	Program Communications Officer	4
15	Editor/Writer	3
16	Communications Officer, Research and Evaluation	3
17	Communications Officer	2

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 1

Level: 6

Descriptive Title: Director, Operations

Reporting to a Senior Management or Executive Category Manager:

Controls and coordinates the provision of communications advice and exercises functional management of communications activities.

Provides advice to the Minister, Deputy Minister and other senior departmental officials on communications issues, opportunities, challenges and alternative strategies; recommends changes in policies, processes and programs to improve or secure public acceptance and cooperation; and advises the Head of Communications and branch colleagues about communications activities priorities, resource requirements and production scheduling.

Directs the development and implementation of a comprehensive annual communications operational plan involving the delivery of at least five of the following communications activities: writing, editing, publishing, audio-visuals, exhibits/displays, promotion/publicity, advertising, enquiries, media relations and evaluation.

Coordinates evaluation and other performance measurement work relating to the implementation of communications activities; directs the development, implementation and effectiveness evaluation of departmental communications policies, procedures and standards; monitors compliance with governmental communications policies and directives.

Coordinates the development and implementation of communications activities with regional communications managers in support of regional components and initiatives.

Performs other related duties such as representing the branch on departmental, interdepartmental and other committees.

SpecificationsNature of Work/Responsibility

The work involves controlling, coordinating and managing the provision of communications advice to policy makers and program managers, and the functional management of communications activities.

There is a requirement to interpret and implement policies and directives established by Cabinet, Privy Council, Treasury Board and other central agencies. Objectives are set, work assigned and evaluated, and in-house and/or contract personnel assessed.

There is also a requirement to direct the preparation of a comprehensive annual communications operational plan, and specific communications plans and strategies in support of particular departmental initiatives.

A high degree of initiative and judgment are required to provide advice and make recommendations to the Minister and senior departmental officials, and to allocate and ensure effective use of in-house and/or contracted resources in planning and implementing communications activities.

Judgment, initiative and tact are also required to participate in the formulation of departmental policies and programs; to coordinate the provision of communications advice and services; and to ensure efficiency and effectiveness in the delivery of communications programs and services.

Expertise

The work requires extensive expertise in language and media techniques and their application to provide communications advice, planning and services. Strong budgeting, planning, advisory and evaluation skills are also necessary.

Managerial and advisory responsibilities require extensive understanding of the policy framework within which communications activities are carried out, including governmental communications policies, practices and procedures and departmental programs, legislation and activities.

A high degree of managerial skill is required to coordinate the provision of communications advice and services and to ensure their integration with governmental, ministerial and overall departmental goals and objectives.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 2

Level: 6

Descriptive Title: Director, Advice, Planning and Services

Reporting to a Senior Management or Executive Category Manager:

Provides two or more major components or sectors of the department (i.e., organizational units immediately below the Deputy Head or Chief Executive Officer) with communications advice, strategic or operational planning and services covering three or more of the following activities: writing, editing, publishing, audio-visuals, exhibits/displays, promotion/publicity, advertising, enquiries, media relations, and evaluation.

Advises senior departmental officials on communications matters, including the potential impact of proposed governmental and/or departmental policies and initiatives.

Directs, coordinates and/or monitors the development, implementation and evaluation of annual communications activities operational plans to meet governmental, ministerial and departmental communications goals and objectives.

Directs and/or coordinates the preparation of specific strategic or operational plans for communicating governmental, ministerial and/or departmental policies and initiatives.

May conduct or commission environmental research pertinent to major components or sectors of the department and propose alternative courses of action.

Performs other related duties such as representing the branch on departmental, interdepartmental and other committees.

Specifications

Nature of Work/Responsibility

The work involves providing communications advice, planning and services to major components or sectors of the department/agency. Regulations and directives are applied and improved work methods and procedures introduced. Objectives are set, policies and legislation interpreted, work assigned and evaluated. In-house and/or contract personnel may be assessed.

There is a requirement to prepare communications plans and strategies embracing human and financial resource requirements, communications objectives, recommended activities and proposed measures of effectiveness.

Initiative, judgment and tact are required to plan, direct, coordinate and/or monitor the planning process; to advise senior departmental officials on communications matters; and to establish procedures, guidelines, methods and techniques for carrying out the planning process and providing communications services.

Expertise

The work requires extensive expertise in language and media techniques and their application to provide communications advice, planning and services.

The planning activity, in particular, requires extensive expertise in the use of all communications media and in the application of information techniques in order to estimate costs, establish appropriate schedules, anticipate human and financial resource requirements, and determine all other associated inputs to ensure that plans can be implemented as proposed. Application of budgeting, planning and evaluation techniques is also required.

Extensive understanding of governmental communications policies, practices and procedures and of departmental programs, legislation and activities is essential. Also required is the skill to integrate governmental, ministerial and departmental goals and objectives. A high degree of skill is also required to direct these activities in the context of the total departmental communications function.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 3

Level: 6

Descriptive Title: Director, Planning and Environmental Assessment

Reporting to a Senior Management or Executive Category Manager:

Controls and coordinates the provision of corporate communications planning and public environment research and analysis.

Directs an environmental research to ensure that key social, political, economic, legal and technological factors influencing specific governmental, ministerial and departmental issues, policies and programs are identified, tracked and assessed; analyzes research results; recommends alternative courses of action.

May provide advice to the Minister, Deputy Minister and senior departmental officials on communications issues, opportunities, public environment trends and alternative strategies; and recommend changes in policies, processes and programs to improve or secure public acceptance and cooperation.

Directs the development of communications strategies and plans for Memoranda to Cabinet. Directs the preparation of annual strategic and operational plans, encompassing all resources and communications activities, to be carried out at headquarters and regional levels, ensuring that they are fully integrated with governmental, ministerial and departmental objectives.

Directs and coordinates evaluation and other performance measurement work relating to all departmental communications activities; directs the development, implementation and effectiveness evaluation of departmental communications policies, procedures and standards; and monitors compliance with governmental communications policies and directives.

Performs other related duties such as representing the branch on departmental, interdepartmental and other committees.

SpecificationsNature of Work/Responsibility

The work involves controlling and coordinating the provision of public environment research and analysis and corporate communications planning and advice to policy makers and program managers.

There is a requirement to interpret and implement policies and directives established by Cabinet, Privy Council, Treasury Board and other central agencies. Objectives are set and work assigned and evaluated. In-house and/or contract personnel may be assessed.

There is also a requirement to direct the preparation of comprehensive annual communications strategic and operational plans, communications plans for Memoranda to Cabinet, and specific communications plans and strategies in support of particular departmental initiatives.

A high degree of initiative and judgment are required to provide advice and make recommendations to the Minister and senior departmental officials, and to allocate and ensure effective use of in-house and/or contracted resources in planning and implementing communications activities.

Judgment, initiative and tact are also required to participate in the formulation of departmental policies and programs; to coordinate the provision of communications planning and environmental assessment; and to ensure efficiency and effectiveness in the delivery of communications advice, planning, research and analysis.

Expertise

The work requires extensive expertise in language and media techniques and their application to provide communications advice, planning, research and analysis. Strong budgeting, planning, advisory, research, analysis and evaluation skills are also necessary.

The responsibilities require extensive understanding of the policy framework within which communications activities are carried out, including governmental communications policies, practices and procedures and departmental programs, legislation and activities.

A high degree of skill is required to coordinate the provision of communications advice, planning, research and analysis and to ensure their integration with governmental, ministerial and overall departmental goals and objectives.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 4

Level: 6

Descriptive Title: Director. Regional Coordination

Reporting to a Senior Management or Executive Category Manager:

Controls and coordinates from Departmental Headquarters the provision of all regional public environmental assessment and communications advice, planning and services to the Minister and the department.

Conducts or commissions research pertinent to the regions, proposes alternative courses of action and implements approved activities.

Directs, coordinates and/or monitors the development, implementation and evaluation of comprehensive annual regional communications work plans, ensuring their integration with overall departmental priorities and objectives.

Directs and/or coordinates the preparation of regional input to communications plans for Memoranda to Cabinet and specific strategies and operational plans for communicating governmental, ministerial, departmental or regional policies and initiatives.

Provides advice to the Minister and senior departmental officials on communications matters in a regional context, including the potential impact of proposed governmental and/or departmental policies and initiatives; and recommends changes in policies, processes and programs to improve or enhance public understanding and support.

Establishes and maintains contacts with representatives of the media, industry, other levels of government, special interest groups, other institutions and the general public to promote departmental activities in the regions and foster communications among all concerned.

Performs other related duties such as serving as departmental spokesperson for the regions and representing the branch or regions on departmental, interdepartmental and other committees.

SpecificationsNature of Work/Responsibility

The work involves controlling, coordinating and managing the provision of all regional communications advice, planning and services.

There **is** a requirement to interpret and implement policies and directives established by Cabinet, Privy Council, Treasury Board and other central agencies. Objectives are set, work assigned and evaluated, and in-house and/or contract personnel assessed.

There is a requirement to direct the preparation of comprehensive annual regional communications plans and specific communications plans and strategies, determine resource requirements and prepare budgets.

A high degree of initiative and judgment are required to plan, conduct or commission environmental research; participate in the formulation of departmental policies and initiatives and assess their regional implications; determine regional communications objectives in the context of overall departmental priorities and objectives; and recommend to the Minister and senior departmental officials appropriate courses of action. Imagination and innovative thinking are also required to direct the development, implementation and evaluation of regional communications activities.

Tact, judgment and liaising skills are necessary to coordinate work among the regions and with headquarters sectors, other federal departments, provincial governments and private sector organizations.

Expertise

The work requires extensive expertise in language and media techniques and their application to provide communications advice, planning and services which most effectively meet governmental, ministerial, departmental and regional goals and objectives.

Understanding of the unique communications needs of the regions is required, as is an understanding of budgeting, planning, research, analysis and evaluation techniques.

Extensive understanding of governmental, communications policies, practices and procedures and of departmental programs, legislation and activities is essential. Also necessary is the ability to integrate governmental, ministerial, departmental and regional goals and objectives. A high degree of managerial skill is also required to carry out these duties in the context of the total departmental communications function.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 5

Level: 6

Descriptive Title: Director, Regional Services

Reporting to a Senior Management or Executive Category Manager:

Controls and coordinates the provision of regional public environmental assessment and communications advice, planning and services embracing at least five major components or sectors of the department which deliver programs or services to the public, as well as directing communications staff at two or more other major facilities.

Plans, directs and coordinates the development of public environmental assessment pertinent to the major components or sectors served, proposes alternative courses of action and implements approved activities.

Directs, coordinates and/or monitors the development, implementation and evaluation of comprehensive annual regional communications plans relating to the major components or sectors served, ensuring their integration with overall departmental priorities and objectives.

Directs and/or coordinates the preparation of regional input to communications plans for Memoranda to Cabinet and specific strategies and plans for communicating governmental, ministerial, departmental or regional policies and initiatives; oversees press conferences and special events relating to the major components or sectors served.

Provides advice to the Minister and senior departmental officials of the major components or sectors served on communications matters in a regional context, including the potential impact of proposed governmental and/or departmental policies and initiatives; and recommends changes in policies, processes and programs to improve or enhance public understanding and support.

Establishes and maintains contacts with representatives of the media, industry, other levels of government, special interest groups, other institutions and the general public to promote departmental activities in the region and foster communications among all concerned.

Performs other related duties such as serving as departmental spokesperson for the region and representing the branch or region on departmental, interdepartmental and other committees.

SpecificationsNature of Work/Responsibility

The work involves controlling, coordinating and managing the provision of regional communications advice, planning and public environmental assessment services to the Minister, policy makers and program managers; and directing the development, implementation and evaluation of regional communications strategies, programs and activities embracing at least five major components or sectors of the department which deliver programs and services to the public as well as directing communications staff at two or more other major facilities.

There is a requirement to interpret and implement policies and directives established by Cabinet, Privy Council, Treasury Board and other central agencies. Objectives are set, work assigned and evaluated, and in-house and/or contract personnel assessed.

There is a requirement to direct the preparation of comprehensive annual regional communications plans and specific communications plans and strategies relating to the major components or sectors served, and to determine resource requirements and prepare budgets.

A high degree of initiative and judgment are required to plan, conduct or commission public environmental assessment; participate in the formulation of departmental policies and initiatives and assess their regional implications; determine regional communications objectives related to the major components or sectors served in the context of overall departmental priorities and objectives; and recommend to the Minister and senior departmental officials appropriate courses of action. Imagination and innovative thinking are also required to direct the development, implementation and evaluation of regional communications activities.

Tact, judgment and liaising skills are necessary to coordinate work with other major components or sectors within the region, other regions, federal departments, provincial governments or private sector organizations.

Expertise

The work requires extensive expertise in language and media techniques and their application to provide communications advice, planning and services which most effectively meet governmental, ministerial, departmental and regional goals and objectives.

In-depth understanding of the major components or sectors served and of the unique communications needs of the region is required, as is an understanding of budgeting, planning, research, analysis and evaluation techniques.

An extensive understanding of governmental communications policies, practices and procedures and of departmental programs, legislation and activities is essential. Also necessary is the ability to integrate governmental, ministerial, departmental and regional goals and objectives. A high degree of managerial skill is also required to carry out these duties in the context of the total departmental communications function.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 6

Level: 5

Descriptive Title: Chief, Advice and Environmental Analysis Reporting to a Communications Director (Level 6)

or Senior Management Category Communications Manager:

Manages public environmental analysis and the provision of communications advice to all levels of the department.

Directs and coordinates the analysis of public environmental research findings to determine their policy development, program design and service delivery and communications implications in relation to governmental, ministerial, departmental and program goals, objectives and services.

Provides and/or coordinates the provision of advice to senior management, program heads and line managers on policy development, program design and service delivery, and on the implementation of communications activities.

Performs other related duties such as representing the branch on departmental, interdepartmental and other committees.

SpecificationsNature of Work/Responsibility

The work involves providing advice to all levels of the department and managing public environmental analysis, including directing the work of in-house and/or contracted resources. Regulations and directives are applied and improved work methods and procedures introduced. Objectives are set, policies and legislation analyzed and interpreted, work assigned and evaluated, and in-house and/or contract personnel assessed.

Initiative and judgment are required to plan and conduct environmental analysis, to provide advice based on the analysis and evaluation of research data and to ensure corporate alignment and regional definition of such advice.

Expertise

The work requires extensive expertise in language and media techniques and their relationship to analysis and the provision of recommendations and advice on communications themes and activities. The public environmental analysis activity also requires a thorough understanding of public environmental assessment as it relates to issues identification and tracking and statistical analysis.

Extensive understanding of governmental communications policies, practices and procedures and of departmental programs, legislation and activities is essential. Also required is the skill to coordinate the provision of advice to many levels of the department and to integrate governmental, ministerial and departmental goals and objectives. A high degree of managerial skill is also required to direct these activities in the context of corporate strategy.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 7

Level: 5

Descriptive Title: Chief, Ministerial Services

Reporting to a Communications Director (Level 6) or Senior Management Category Communications Manager: Provides the Minister and Minister's office with communications advice, planning and support.

Directs and coordinates the provision of speeches, policy and discussion papers, briefing documents and backgrounders, and other communications support materials to assist the Minister and senior departmental officials in designing, announcing, explaining and promoting governmental and/or departmental policy initiatives. Duties may include managing media relations.

Conceives, develops and proposes to the Minister and senior departmental officials strategies and plans for communicating governmental, ministerial and/or departmental policies and initiatives.

Provides advice to the Minister on communications matters, including the potential impact of proposed governmental and/or departmental policies and initiatives on specific target publics.

May conduct or commission research to identify emerging public issues, analyzes the public environment surrounding particular departmental policies and initiatives, assesses research results and proposes alternative courses of action.

Performs other related duties such as serving as departmental spokesperson; liaising with senior officials of other departments and central agencies; and representing the branch on departmental, interdepartmental and other committees.

SpecificationsNature of Work/Responsibility

The work involves providing communications advice, planning and support to the Minister and Minister's office. Regulations and directives are applied and improved work methods and procedures introduced. Objectives are set, policies and legislation interpreted, and work assigned and evaluated. In-house and/or contract personnel may be assessed.

There is a requirement to prepare communications plans, strategies and materials and to define the human and financial resources required to provide the Minister and Minister's office with communications support.

The work requires dealing with the Minister, ministerial staff and senior departmental officials on a daily basis. Imagination, initiative, innovative thinking, tact and judgment are necessary to provide the Minister with sound communications advice, planning and support.

The work frequently involves dealing with politically sensitive issues, and judgment is necessary to advise the Minister on such matters as the communications implications of proposed departmental policies and initiatives; suggested means for handling sensitive issues; and recommendations regarding the timing and substance of speeches, public appearances and press announcements.

Expertise

The work requires extensive expertise in language and media techniques and their application to provide the Minister and Minister's office with communications advice, planning and services regarding departmental programs and their public relations implications.

Significant planning and organizational skills are required to carry out these ministerial support activities, often under tight deadlines. Also necessary is the ability to liaise with senior departmental officials and communications colleagues. Application of budgeting and of research, analysis and evaluation techniques is also required.

Extensive understanding of governmental communications policies, practices and procedures and of departmental programs, legislation and activities is essential. Also required is the skill to integrate governmental, ministerial and departmental goals and objectives.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 8

Level: 5

Descriptive Title: Program Communications Executive

Reporting to a Communications Director (Level 6) or Senior Management Category Communications Manager:

Provides a major component or sector of the department (i.e., an organization unit immediately below the Deputy Head or Chief Executive Officer) with advice, operational planning and communications services.

Provides advice to component or sector managers on communications matters, including the potential impact of proposed departmental policies and initiatives on specific target publics and proposes alternative courses of action.

Develops, directs and is accountable for the implementation of a comprehensive annual communications plan for the assigned departmental component or sector.

Develops communications plans for Memoranda to Cabinet and specific strategies and plans to support the annual communications plan and the communications objectives of the assigned departmental component or sector.

Performs other related duties such as representing the branch, component or sector on departmental, interdepartmental and other committees; and attending conferences/trade shows to maintain state-of-the-art awareness of the component or sector being served.

SpecificationsNature of Work/Responsibility

The work involves providing full communications support to a major component or sector of the department.

Advice on communications matters is given to senior managers; there is a requirement to be aware of, and alert managers to, the sensitivity of certain activities; to facilitate and expedite project approvals; and to propose alternative courses of action.

Initiative and judgment are required to identify and analyze sensitive issues and public opinion and to describe component or sector communications objectives and target publics. Imagination and innovative thinking are also required to develop, obtain approval for, and implement a comprehensive annual communications plan.

Tact and judgment are necessary to coordinate work with other federal departments, provincial governments, or private sector representatives.

Judgment is required when recommending publication and AV packages, advertising, special events, news conferences, speaking engagements or other methods of publicizing and communicating departmental policies, programs and services to target publics.

Expertise

The work requires expertise in language and its application in order to provide quality communications support to the assigned major component or sector of the department. A good understanding is required of information/promotion techniques, print and electronic media operational requirements, and public and media relations practices.

A good understanding of governmental communications policies, practices and procedures, and of departmental programs, legislation and activities is essential. Also required is the skill to integrate governmental, ministerial and departmental objectives.

Skill is required to coordinate the provision of in-house or contracted communications services to the assigned major component or sector. Skills in planning and issues management are also required to direct and coordinate the implementation of an annual communications plan for the assigned departmental component or sector.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 9

Level: 5

Descriptive Title: Regional Director

Reporting to a Communications Director (Level 6), a Senior Management Category Communications Manager, or the Senior Regional Program Manager:

Manages the communications function in a region or a major facility or institution through the provision of communications research and analysis, advice, planning and services.

Conducts or commissions research and analysis pertinent to the region or institution, proposes alternative courses of action and implements approved activities.

Directs, coordinates and/or monitors the development, implementation and evaluation of a comprehensive annual regional communications plan.

Directs and/or coordinates the preparation of communications plans for Memoranda to Cabinet and specific strategies and plans for communicating governmental, ministerial, departmental or regional policies and initiatives.

Provides advice to the Minister and senior departmental officials on communications matters in a regional context, including the potential impact of proposed governmental and/or departmental policies and initiatives.

Establishes and maintains contacts with representatives of the media, industry, other levels of government, special interest groups, other institutions and the general public to promote departmental activities in the region and foster communications among all concerned.

Performs other related duties such as serving as departmental spokesperson in the region and representing the branch or region on departmental, interdepartmental and other committees.

SpecificationsNature of Work/Responsibility

The work involves providing communications advice, planning and services to a region or a major facility or institution. Regulations and directives are applied and improved work methods and procedures introduced. Objectives are set, policies and legislation interpreted, work assigned and evaluated, and in-house and/or contract personnel assessed.

There is a requirement to prepare an annual regional communications plan and specific communications plans and strategies, determine resource requirements and participate in budget preparation.

Initiative and judgment are required to plan, conduct or commission environmental research and analysis, assess the regional implications of governmental and departmental policies and initiatives, describe regional communications objectives and recommend to the Minister and senior departmental officials appropriate courses of action. Imagination and innovative thinking are also required to direct the development, implementation and evaluation of regional communications activities.

Tact, judgment and liaising skills are necessary to coordinate work with other regions, federal departments, provincial governments or private sector organizations.

Expertise

The work requires extensive expertise in language and media techniques and their application to provide communications advice, planning and services which most effectively meet governmental, ministerial and departmental goals and objectives.

Understanding of the unique communications needs of the region being served is required, as is the application of budgeting, planning, research, analysis and evaluation techniques.

Extensive understanding of federal communications policies, practices and procedures and of departmental/agency programs, legislation and activities is essential. Also necessary is the skill to integrate governmental, ministerial, departmental and regional goals and objectives. A high degree of managerial skill is also required to carry out these duties in the context of the total departmental communications function.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 10

Level: 4

Descriptive Title: Head, Environmental Assessment (or Corporate Planning)

Reporting to a Communications Chief or Director:

Provides public environmental assessment (or corporate planning) services to all levels of the department.

Directs or coordinates public environmental research and analysis to determine their policy development, program design and service delivery and communications implications in relation to governmental, ministerial, departmental and program goals, objectives and services (or directs, coordinates and/or monitors the development, implementation and evaluation of a comprehensive departmental communications work plan to meet governmental, ministerial and departmental goals and objectives).

Conducts, commissions and/or coordinates evaluation projects designed to measure the effectiveness of communications plans and activities (or directs and/or coordinates the preparation of specific strategies and plans for communicating governmental, ministerial and/or departmental policies and initiatives).

Provides advice to senior management on the implications of public environmental assessment (or corporate planning) activities for governmental and departmental policies, programs and initiatives.

May control and/or monitor spending relating to public environmental assessment (or corporate planning) activities.

Establishes and maintains effective liaison with senior management of this and other federal departments, outside contractors, other levels of government and the private sector.

Performs other duties such as representing the branch on departmental, interdepartmental and other committees; and attending conferences/trade shows to maintain "state-of-the-art" awareness of public environmental assessment (or corporate planning) techniques and practices.

Specifications

Nature of Work/Responsibility

The work involves the provision of communications-related public environmental assessment (or corporate planning). Regulations and directives are applied and improved work methods and procedures introduced. Objectives are set; policies and legislation interpreted; and work assigned, coordinated and evaluated. Employees and/or contract personnel may be supervised and assessed. Duties may include negotiating and monitoring the fulfillment of personal service contracts and standing offers.

There **is** a requirement to prepare public environmental assessments (or comprehensive annual departmental and project-specific communications plans), define human and financial resource requirements, and participate in budget preparations.

Initiative and judgment are necessary to identify and analyze issues and public opinion and recommend appropriate actions (or to develop comprehensive or specific communications plans covering all relevant aspects of a governmental or departmental policy, program or initiative).

Expertise

The work requires expertise in language and its application and a good understanding of media techniques and their application in order to provide quality service to senior management relating to public environmental assessment (or corporate planning).

A good understanding of governmental communications policies, practices and procedures, as well as departmental programs, legislation and activities is essential. Also required is understanding of, and the ability to integrate, governmental, ministerial and departmental objectives.

Good understanding of public environmental assessment (or corporate planning) techniques and practices is essential, as is application of budgeting, planning (or environmental research and analysis) and evaluation techniques.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 11

Level: 4

Descriptive Title: Head, Communications Unit(s)

Reporting to Communications Chief or Director:

Plans and manages the activities of (a) unit(s) engaged in one or more of the following communications activities: writing, editing, publishing, audio-visuals, exhibits/displays, promotion/publicity, advertising, enquiries, media relations, and evaluation.

Participates in conceiving, developing, implementing and evaluating an annual communications plan for the activity(ies) being managed.

Directs and assesses the work of subordinates and/or contract resources in achieving departmental information objectives through provision of planning, advice and services relating to the activity(ies) being managed.

Provides advice to senior management on federal and departmental policies, programs, procedures, guidelines and legislation relating to the work being managed.

Controls financial resources of the unit(s) and controls or monitors spending relating to the communications work being managed.

Establishes and maintains effective liaison with senior management of this and other federal departments outside contractors, other levels of government and the private sector.

Performs other duties such as representing the branch on departmental, interdepartmental and other committees; and attending conferences/trade shows to maintain "state-of-the-art" awareness in the activities being managed.

SpecificationsNature of Work/Responsibility

The work involves managing (a) unit(s) engaged in one or more communications activities. Regulations and directives are applied and improved work methods and procedures introduced. Objectives are set; policies and legislation interpreted; work assigned, coordinated and evaluated; and employees and/or contract personnel assessed. Duties may include negotiating and monitoring the fulfillment of personal service contracts and standing offers.

There **is** a requirement to prepare communications plans, define human and financial resource requirements, and participate in budget preparations and expenditure control or monitoring.

The work involves provision of professional information and advice to the Chief or Director and senior management, including input into all aspects of the planning process relating to the activities being managed.

Initiative and judgment are necessary to determine information needs and to participate in establishing, implementing, monitoring and evaluating policies, procedures, guidelines and projects relating to the work being managed.

Expertise

The work requires expertise in language and its application in order to provide quality service to senior management relating to the work managed. A good understanding is required of media techniques and applications relating to the work being managed.

A good understanding of federal communications policies, practices and procedures, as well as departmental programs, legislation and activities is essential. Also required is the skill to integrate governmental, ministerial and departmental objectives.

Application of budgeting, planning and evaluation techniques is also necessary to manage activities and participate in conceiving, developing, implementing and evaluating an annual communications plan.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 12

Level: 4

Descriptive Title: Senior Communications Officer

Reporting to a Communications Chief or Director:

Implements and manages multiple media projects or work involving three or more of the following communications activities -- writing, editing, publishing, audio-visuals, exhibits/displays, promotion/publicity, advertising, enquiries, media relations, and evaluation -- to achieve (a) specific communications objective(s).

Determines target groups, develops effective communications approaches and produces appropriate communications vehicles to best achieve (a) specific communications objective(s).

Directs and assesses the work of subordinates and/or contract resources in achieving (a) specific departmental communications objective(s) through provision of services necessary to realize the projects or work being managed.

Provides advice to senior management on governmental and departmental policies, procedures, guidelines and legislation relating to the projects or work being managed.

May control or monitor spending relating to the communications projects being managed.

Establishes and maintains effective liaison with senior management of this and other federal departments, outside contractors, other levels of government and the private sector.

Performs other duties such as representing the branch on departmental, interdepartmental and other committees; and attending conferences/trade shows related to the projects being managed.

SpecificationsNature of Work/Responsibility

The work involves managing multiple media projects or work involving three or more communications activities. Regulations and directives are applied and improved work methods and procedures introduced. Policies and legislation are interpreted; work assigned, coordinated and evaluated; and employees and/or contract personnel assessed. More specifically, the work involves participation in determining the need for in-house and/or contract communications specialists, setting goals and deadlines, providing guidance on methods and procedures, and approving work performed. Duties may also include negotiating and monitoring the fulfillment of personal service contracts and standing offers.

There is a requirement to participate in the preparation of project communications plans, in defining human and financial resource requirements, in budget preparations and expenditure control or monitoring, and in evaluating completed projects.

The work involves provision of professional information and advice to the Chief or Director and senior management.

Initiative and judgment are necessary to determine information needs relating to the projects being managed and participate in evaluating the completed projects for effectiveness.

Expertise

The work requires expertise in language and its application in order to provide quality service to senior management relating to the projects or work. A good understanding is required of all media areas and techniques relating to the projects or work.

A good understanding and expertise in applying governmental communications policies, practices and procedures is essential. A good understanding of departmental programs, legislation and activities relating to the projects or work is also essential. An understanding of managerial techniques in coordinating the work of specialist teams is required. The skill to integrate governmental, ministerial and departmental objectives is necessary.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 13

Level: 4

Descriptive Title: Ministerial Support Officer

Reporting to a Communications Chief or Director:

Provides the Minister and Minister's office with communications support services.

Prepares and/or coordinates the preparation of speeches, policy and discussion papers, briefing documents and backgrounders, press releases and other communications support materials to assist the Minister and senior departmental officials in designing, announcing, explaining and promoting governmental and/or departmental policy initiatives.

Coordinates and/or provides on-site communications support for press conferences, ministerial speaking engagements and other special media events involving the Minister and senior departmental officials.

Liases with the Minister's office and with senior officials of other departments and central agencies; serves as departmental spokesperson on request of the Minister.

Performs other duties such as representing the branch on departmental, interdepartmental and other committees; and attending conferences/seminars to maintain a "state-of-the-art" awareness of the latest governmental and private sector public relations techniques and practices.

Specifications

Nature of Work/Responsibility

The work involves providing communications support to the Minister and Minister's office. Regulations and directives are applied and improved work methods and procedures introduced. Policies, legislation and objectives are interpreted and work is assigned and evaluated.

There is a requirement to participate in the preparation of communications plans, strategies and materials and in defining the human and financial resources required to provide the Minister and Minister's office with communications support.

The work may require dealing with the Minister, ministerial staff and senior departmental officials on a daily basis. Imagination, initiative, innovative thinking, tact and judgment are necessary to provide the Minister with the necessary communications support services.

The work frequently involves dealing with politically sensitive issues, and judgment is necessary to make recommendations regarding the timing and substance of speeches, public appearances and press announcements.

Expertise

The work requires extensive expertise in language and media techniques and their application to provide the Minister and Minister's office with effective, well written communications support materials.

Significant planning and organizational skills are required to carry out ministerial support activities, often under tight deadlines. Also necessary is the ability to liaise with senior departmental officials and communications colleagues. An understanding of budgeting and issues management is also required.

A good understanding of governmental communications policies, practices and procedures and of departmental programs, legislation and activities is essential. Also required is the ability to integrate governmental, ministerial and departmental goals and objectives.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 14

Level: 4

Descriptive Title: Program Communications Officer

Reporting to a Regional Director or Communications Chief:

Provides in a region or at departmental headquarters, advice, communications planning and communications services to one or more programs within a major component.

Conducts or arranges for environmental research and analysis to identify emerging public issues pertinent to these departmental programs.

Develops and implements the communications plans for those programs.

Participates in developing communications plans for Memoranda to Cabinet and develops specific strategies.

Provides advice to regional and senior headquarters managers on communications matters.

Establishes and maintains contacts with representatives of the media, industry, special interest groups, other institutions and the general public to promote departmental activities and foster communications among all concerned.

Performs other related duties such as representing the branch or region on departmental, interdepartmental or other committees and attending conferences/trade shows.

SpecificationsNature of Work/Responsibility

The work involves providing communications advice, planning and services relating to one or more programs within a major component. Regulations and directives are applied; policies and legislation are interpreted. Duties may include negotiating and monitoring the fulfillment of personal service contracts and standing offers.

Initiative and judgment are required to identify and analyze sensitive issues and public opinion, describe communications objectives and target publics, and participate in evaluating completed projects. Imagination and innovative thinking are also required to develop, obtain approval for, and implement communications plans.

Tact, judgment and liaising skills are necessary to coordinate work within the department and with other federal departments, provincial governments or private sector organizations.

Judgment is required when recommending publications and AV packages, advertising, special events, news conferences, speaking engagements or other methods of publicizing and communicating departmental policies, programs and services.

Expertise

The work requires expertise in language and its application in order to provide quality communications support. A good understanding is required of all media, especially print and visual media techniques and applications.

A good understanding of governmental communications policies, practices and procedures, and of departmental programs, legislation and activities is essential. Also required **is** the skill to integrate governmental, ministerial and departmental objectives.

Skill **is** required to coordinate the provision of in-house and/or contracted communications services. Application of budgeting, planning, research and analysis, and evaluation techniques also is required.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 15

Level: 3

Descriptive Title: Editor/Writer

Reporting to a Section Head:

Under general supervision, edits various texts, including feature articles, speeches, technical manuscripts, news releases and texts for brochures and other departmental publications.

In consultation with the Section Head and departmental clients, establishes editing schedules.

Identifies the publics to be reached by texts that require editing.

Edits texts to achieve accuracy, proper grammar, clarity, readability and conformity with federal and departmental styles.

Rewrites parts of texts to meet the needs of specific readerships.

Provides advice on editorial matters to clients and communications officers.

Duties may include coordinating the production of publications, including selecting or commissioning illustrations and checking galley proofs and camera-ready art.

(and/or)

Writes feature articles, speeches, news releases and other texts in a style and language suited to the intended publics.

Identifies the need for writing projects.

Conducts research to identify the publics to be reached and to become familiar with the topics to be dealt with.

Prepares for and conducts interviews with subject-matter specialists to obtain information on the chosen or assigned topics.

Duties may include the supervision of subordinate staff or contracted services.

SpecificationsNature of Work/Responsibility

The work involves planning and carrying out of a variety of writing and/or editing projects arising from the communications plans of the department. These activities are conducted in close association with other communications and program officers.

Initiative and judgment are required to identify the need for written texts and to interpret an author's intention. Imagination and innovation are required to determine the audience, suitable format and style for an original publication.

Expertise

The work requires expertise in language usage, composition, style and grammar, the print medium and the application of editing, writing and production techniques. It is necessary to have an understanding of departmental policies and guidelines to be used when reviewing and preparing sensitive material.

Also required is a general understanding of governmental and departmental objectives, responsibilities, relevant legislation and programs.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 16

Level: 3

Descriptive Title: Communications Officer, Research and Evaluation

Reporting to a Section Head:

Under general supervision, plans and carries out environmental research projects.

Gathers, summarizes and analyzes the results of public opinion studies, public correspondence, media monitoring reports and other sources of information relevant to departmental initiatives and activities.

Identifies stakeholders and summarizes their positions with respect to departmental initiatives and issues.

Liaises with Statistics Canada and central agencies in establishing some research projects and exchanges information with other organizations engaged in communications research.

Briefs managers on the results and implications of environmental research.

Carries out evaluations of communications projects, such as exhibits, publications or enquiries activities, by proposing and implementing the appropriate means for measuring the effectiveness of these projects.

Duties may include the supervision of subordinate staff or contracted services.

SpecificationsNature of Work/Responsibility

The work involves providing major inputs to public environment assessments.

Close collaboration with the Chief/Section Head and other branch staff is required to identify issues to be studied, events to be tracked and projects to be evaluated.

There is a requirement to prepare the public environment components for various strategies and plans, as well as to contribute to the formulation of strategies based on the implications of this research.

Initiative and judgment are required to analyze the social contexts that shape public issues facing the department and to assess the effectiveness of communications activities.

Expertise

The work requires expertise in language and media techniques as they apply to environmental analysis. Application of public environmental analysis is an essential requirement, including understanding of the planning and implementation of public opinion surveys, focus groups, media analysis and evaluation methods.

An understanding of how to prepare the public environment component of Memoranda to Cabinet is necessary. Skill is required in choosing and applying the methods and data to prepare the environmental basis for advice on communications strategy.

Also required is a general understanding of governmental and departmental objectives, responsibilities, legislation and programs.

BENCHMARK POSITION DESCRIPTION

Benchmark Position Number: 17

Level: 2

Descriptive Title: Communications Officer

Reporting to a senior Communications Officer or Section Head;

Under supervision, provides research, writing, editing and scheduling support to the delivery of activity services such as responding to general public and media enquiries; arranging for departmental subject-matter specialists to respond to complex enquiries; assisting in the organization of news conferences and other ministerial special events; drafting news releases, backgrounders and briefing notes; assisting in the planning and operation of exhibits and displays; and assisting in the planning, implementation and evaluation of general communications projects.

SpecificationsNature of Work/Responsibility

The work involves carrying out assigned duties in support of departmental communications activities, including participating in the planning and implementation of a variety of communications projects. The ongoing tasks include duties such as responding to general public and media enquiries, arranging for more specific or sensitive questions to be answered by appropriately qualified departmental personnel, drafting news releases and other materials, and providing input to advice given to departmental managers in the communications aspects of their work.

Initiative, judgment and tact are required to interact with the public and with departmental managers.

Expertise

Expertise in language usage, media techniques and their application is required. An understanding of the fundamentals of environmental assessment, planning and evaluation is necessary.

Also required is understanding of governmental and departmental objectives, responsibilities, relevant legislation and programs.