Public Service Human Resources Management Agency of Canada
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Executive Group Position Evaluation Plan

September 2005

Canada

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Foreword

Much has changed in the Canadian Public Service workplace, the economy and the world since the Executive Group Position Evaluation Plan (EGPEP) was last reviewed and updated in 1992. Internal and external pressures have re-shaped management values and the role of the Federal Government. Globalization and international security issues have given rise to many new and more powerful international organizations requiring greater government co-ordination. The delivery of many government services has been altered, shared or transferred to other government jurisdictions or the private sector.

Executive jobs have been highly impacted by these changes and the introduction of modern management frameworks that emphasize such Public Service values as providing citizen-centred program delivery, ensuring responsible spending, ensuring innovative and timely policy development, managing for results, operating within shared management accountabilities, behaving ethically, and applying effective people management practices.

The world of work for executives is constantly evolving to both anticipate and respond to citizen expectations of better service, employee expectations of visionary leadership and the impact of new technologies. Given the scope and magnitude of change in the way executive work is performed today, it has become imperative that the benchmarks appended to the Executive Group Position Evaluation Plan be modernized.

In assessing the nature of an executive position's contribution to its organization, evaluators will need to be sensitive to the complexity, spirit and values implicit in the nature of this important work.

Preface

This manual has been prepared to assist and act as a guide for all Classification Specialists and members of the Executive Group involved in the classification of Executive Group positions.

The Executive Group Position Evaluation Plan (EGPEP) is a Hay-based position evaluation plan, which has been used to evaluate EX-level positions in the Federal Public Service since 1980. The Hay Guide Chart and Profile methodology, more commonly called the Hay Plan, are widely used by hundreds of organizations around the world in both public and private sector jurisdictions.

The EGPEP's benchmark position descriptions have been reviewed and updated to reflect changes in management practices as well as the major operational and organizational shifts that have taken place since the Plan was last updated in 1992. These changes will ensure that the Plan remains current and relevant.

This manual is designed to:

> Clarify the basic concepts and principles underlying the job evaluation process.
>
> Provide guidelines that will foster consistency in the evaluation of Executive Group positions while retaining the flexibility required to properly reflect the diverse nature of these positions.
>
> Serve as an adjunct to the materials and experience received during basic job evaluation training or refresher courses.

To assist evaluators in developing a sound and comprehensive understanding of executive jobs, it is important that Executive Group position descriptions be up-to-date, so that they accurately reflect changes in organization structure, authorities, key responsibilities and management philosophy. Most importantly, they need to clearly demonstrate the position's contribution to the organization.

This revised EGPEP manual supersedes the September 1992 edition.

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INTRODUCTION TO JOB EVALUATION

JOB EVALUATION FUNDAMENTALS

Purpose

Job evaluation provides senior management with a sound basis to:

- Establish the appropriate **rank order** of jobs
- Establish the relative distance between jobs within the ranking
- Provide a systematic measurement of job size relative to other positions, to make salary comparisons possible
- Provide a source of information on the work being done in a unit prior to making restructuring decisions

Fundamental Premises

The evaluation of Executive Group positions is based on the Hay Guide Chart Profile Method. The logic behind the Hay Method is:

- Every organization exists to produce identifiable end results
- An organization is created when more than one individual is required to accomplish the tasks to produce those end results
- Every viable job in an organization has been designed to make some contribution toward reaching those end results
- That contribution can be systematically measured

The Ranking/Validation Process

The Hay Method identifies the relative value (or weight) of positions within an organizational unit. The relationships are based on the **relative degree to which any position, competently performed, contributes to what its unit has been created to accomplish.**

Concept	**The notion of competent performance in job evaluation**
Application	Job evaluation measures the contribution made by a position, not the contribution an incumbent may or may not make to the position. Since jobs are designed on the assumption that they can and will be competently performed, the evaluator assumes that competent performance exists and makes no judgements about performance.

The contribution the position makes to the unit is determined by measuring job content, as set out in the job description, using three measurement factors:

- Know-How
- Problem Solving / Thinking
- Accountability / Decision Making

The Hay Method uses these three factors and their sub-factors in a ranking process. The common measurement standard is the degree to which the three factors are found in one job relative to the degree to which they are found in another, with the Hay Guide Charts providing the technological tools for the ranking process. Thus, it is important to remember that there are no absolutes. It is simply a matter of determining how much more or less of each factor any job has relative to others around it. As a result, the two key activities in the evaluation process are:

Ranking Looking at jobs **within their organizational context, not in isolation.**

Validation Double-checking **the accuracy of the relative weight given to the jobs** for each of the three factors, through precise Benchmark comparisons.

OVERVIEW OF THE EVALUATION PROCESS

1. Understanding the Job

An accurate job description is an essential component of the job evaluation process. It provides **the necessary information from which to construct an evaluation of the position.** To do that, it must provide a clear and succinct description of:

- The job's purpose and the end results for which it is accountable (found in the General and Specific Accountability statements)
- Where the job sits in organizational terms (found in the Organization Structure statement and the organization charts)
- The dimensions of the job (found in the Dimensions statement)

Two key concepts which govern the use of job descriptions in arriving at a valid evaluation are:

Concept	**The need for up-to-date job descriptions**
Application	The description should be up to date so that the job can be evaluated **as it is**, not as it was and not as it might be or could be. It should describe what is actually required of the job. Jobs change, and so it is important to have accurate, complete and current information.

Concept	**Avoiding title comparisons**
Application	The title of a position can provide a strong clue about where to look for appropriate Benchmark comparators. However, by themselves, title comparisons can distort valid evaluations, because what the job holder does and what occurs in another job with a similar title may not be the same at all. For this reason, titles are never adequate for making proper evaluations.

2. Understanding the Job Context: Using the Organization Charts

It is vitally important to avoid viewing the job as though it exists in isolation. Organization Charts show two things:

- **Where the position fits within the unit structure (its hierarchical level).** This is very important information for identifying potential Benchmark comparators.

- **The impact and influence of other jobs on the position.** Organizational interrelationships, particularly where one job provides functional guidance to another, have a strong influence on job size. Organizational interrelationships can also indicate potential overlaps or duplications, which the job descriptions, taken in isolation, could mask.

The key concept for weighing the influence of organizational relationships is:

Concept	**The need to recognize both lateral and vertical relationships**
Application	**Both** vertical **and** lateral relationships affect job size. It is a common mistake to overlook the lateral relationships between peer positions and overemphasize the vertical ones between superior and subordinate. It is important to look at both equally critically.

3. Evaluating the Position: Using the Three Factors

The three evaluation factors provide a common yardstick which makes it possible for actual job comparisons to be made. The three factors represented on the charts are:

- **Know-How**, which encompasses three scaled sub-factors:

  Depth and range of practical/technical/specialized Know-How
  Breadth of managerial and operational Know-How
  Criticality of human relations

- **Problem Solving / Thinking**, which encompasses two scaled sub-factors:

  Thinking environment
  Thinking challenge

- **Accountability / Decision Making**, which encompasses three scaled sub-factors:

  Freedom to act
  Area and type of impact
  Magnitude

Two key concepts which underlie these three evaluation factors are:

Concept	**Comparing jobs according to universal factors**
Application	It is possible to evaluate diverse jobs using the three factors of the Hay system because they incorporate the three fundamental characteristics that researchers have found are common to the nature of work and are therefore present to some degree in every job. These factors form a common "measuring stick" that can be appropriately applied to any job in order to evaluate the work done in the job.

Concept	**The need to focus on job content**
Application	The purpose of job evaluation is to establish, as objectively as possible, each job's relationship to others in terms of content and requirements. This is particularly difficult if the current classification level, rating or historical relationship is referred to during evaluation. The evaluator must take pains to ignore the related assumptions that may go with knowing the suggested organizational level of the job, the incumbent, or the (likely) salary connected with the position.

4. Using the Numbering Pattern of the Guide Charts

The numbering system on the Guide Charts is **geometric**, with values increasing in steps of approximately 15%. Since this numbering progression runs through all three Charts, evaluations always reflect step differences of 15%. For example: 100, 115, 132, 152, 175, 200 and so on, with the value doubling every five steps.

Concept	**Step differences: the building blocks of evaluation technology**
Application	The notion of step differences is critical because it provides a framework for consistent, quantified judgements to be made based on the minimum perceptible difference that well-informed and experienced evaluators can discern between jobs or elements of jobs. The minimum perceptible difference between factors or sub-factors has been shown to be 15%. This is why the numbering pattern used in the Charts is a progression of steps approximately 15% apart.

The Charts used for Executive Group positions are a subset of the Hay Master Charts. As such, they have been "sized" to include only the relevant portions for evaluating Executive Group positions, plus a suitable floor and ceiling to provide the outer parameters for the evaluation context.

5. Ranking the Position

Once points have been assigned to all three factors, it is a straightforward matter to make a preliminary ranking of the position based on the sum of those points. The minimum and maximum points for each of the levels in the Executive Group are provided in Appendix A.

6. Validation: Double Checking the Evaluation Logic

There are two aspects to ensuring the quality of Executive Group position evaluations. The first of these quality assurance measures involves double checking that the value assigned to each factor makes evaluation sense. Factor-specific validation checks are included in the explanation of each factor in this manual.

7. Validation: Reconciling the Evaluation with Others Around It

The other aspect of quality assurance involves ensuring that the evaluation makes sense within the continuum of Executive Group evaluations. This means double checking the evaluation against those for other positions around it in the unit (based on the organization charts), and also double checking the broader validity of the evaluation against the service-wide standard of the Benchmarks.

8. Documenting the Position

The final evaluation should be supported by a written rationale (as demonstrated in Appendix C3 of this manual).

KNOW-HOW
DEFINITION: Know-How is the sum total of EVERY kind of knowledge and skill, HOWEVER ACQUIRED, needed for COMPETENT JOB PERFORMANCE. Know-How has three components, the requirements for:

- **PRACTICAL, TECHNICAL, SPECIALIZED KNOW-HOW.** Varied applied skills, including those relating to human relations, knowledge of the position's environment and clientele (e.g., the public, industry, special interest groups, other governments, etc.), practical procedures, specialized techniques and/or scientific/professional disciplines.

- •• **MANAGERIAL AND OPERATIONAL KNOW-HOW.** The KNOW-HOW and skill involved in guiding and integrating the resources associated with an organizational unit or function in order to produce the expected results. The knowledge and skills may be exercised executively ("acting as a manager") or consultatively ("thinking as a manager"). Involved is some combination of planning, organizing, integrating, coordinating, directing, motivating and developing human resources, controlling, evaluating, and checking. This KNOW-HOW may be required in providing service to the client/customer AND/OR advice to others, and becomes more critical as the conflicting demands and priorities of clients/customers increase.

- ••• **CRITICALITY OF HUMAN RELATIONS.** This is a measure of how relatively crucial, critical, and difficult are the various interpersonal relationships which positions must establish and maintain in order to achieve the objectives.

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GUIDE CHART FOR EVALUATING

KNOW-HOW

MEASURING PRACTICAL, TECHNICAL, SPECIALIZED KNOW-HOW: This type of knowledge and skill may be characterized by breadth (variety), or depth (complexity), or both. Jobs may require some combination of: various skills, some knowledge about many things, a good deal of knowledge about a few things. Thus, to measure this kind of Know-How, the evaluator has to understand WHAT SKILLS ARE NEEDED AND HOW MUCH KNOWLEDGE IS NEEDED ABOUT HOW MANY THINGS AND HOW COMPLEX EACH OF THEM IS.

FUNCTION - A group of diverse activities which, because of common objectives, similar skill requirements, and strategic importance to an organization, are usually directed by a member of top management.

SUBFUNCTION - A major activity which is part of, and more homogeneous than, a function.

ELEMENT - A part of a subfunction; usually very specialized in nature and restricted in scope or impact.

			•• MANAGERIAL and OPERATIONAL KNOW-HOW											
			I			II			IV			V		
			Operation of a unit with activities that are relatively similar in nature and objective, OR guidance of a sub-function(s) or several significant elements across several units.			Operation of a large unit with activities that are noticeably different in objectives and the nature of the end results, OR guidance of a function(s) which affects all of the organization.			Operation of a major unit with activities which are significantly different and divergent with respect to objectives and end results, OR guidance of a strategic function(s) which significantly affects the organization's planning and operation.			Management of all units and functions of a large organization, OR total management of the major segment of a very large organization.		
		••• HUMAN RELATIONS	1	2	3	1	2	3	1	2	3	1	2	3
• PRACTICAL, TECHNICAL, SPECIALIZED KNOW-HOW	E	A sound understanding of and skill in several activities which involve a variety of practices and precedents with respect to the organization's processes, operation and clientele, OR a grasp of a scientific or similar discipline's theory and principles, OR both.	200 230 264	230 264 304	264 304 350	264 304 350	304 350 400	350 400 460	350 400 460	400 460 528	460 528 606	460 528 606	528 606 700	606 700 800
	F	Extensive knowledge and skill gained through a wide and/or deep exposure to the involved and/or diverse practices, processes, and issues relating to the organization and its clients, OR command of complex scientific theory, principles, and practices, OR both.	264 304 350	304 350 400	350 400 460	350 400 460	400 460 528	460 528 606	460 528 606	528 606 700	606 700 800	606 700 800	700 800 920	800 920 1056
	G	Mastery of theories, principles, and techniques, or the cumulative equivalent command, of the interrelationships, variables, and competing demands of the organization and its clients, and related programmes and other issues necessary to advise AND/OR implement programmes at the executive management or executive policy levels of the organization.	350 400 460	400 460 528	460 528 606	460 528 606	528 606 700	606 700 800	606 700 800	700 800 920	800 920 1056	800 920 1056	920 1056 1216	1056 1216 1400
	H	Externally recognized mastery and expertise in a complex scientific field or other learned discipline	460 528 606	528 606 700	606 700 800	606 700 800	700 800 920	800 920 1056	800 920 1056	920 1056 1216	1056 1216 1400	1056 1216 1400	1216 1400 1600	1400 1600 1840

••• CRITICALITY OF HUMAN RELATIONS		
1. Common courtesy must be employed, and an appropriate working relationship established and maintained with subordinates, colleagues and superiors in order to accomplish the position's objectives.	2. It is necessary to establish and maintain the kind of relationships in dealings with subordinates, colleagues and superiors, and in the course of some contact with clients inside AND/OR outside government, that will facilitate the acceptance and utilization of the position's conclusions, recommendations and advice.	3. Successful achievement of the position's programme AND/OR service AND/OR advisory objectives HINGES on the establishment and maintenance of appropriate interpersonal relationships in dealings with subordinates, colleagues, and superiors, and in ensuring the provision of service through substantive contact with clients inside AND/OR outside government.

MEASURING KNOW-HOW

Know-How is the sum of every kind of knowledge and skill, however acquired, that is required for fully competent job performance. It can be thought of as "how much skill and/or knowledge about how many things and how complex each of them is." It has three sub-factors:

- Depth and range of practical, technical or specialized Know-How
- Breadth of managerial and operational Know-How in planning, organizing, co-ordinating, directing, developing, controlling, evaluating and checking
- The criticality of interpersonal relationships in achieving objectives

PRACTICAL/TECHNICAL/SPECIALIZED KNOW-HOW

The depth and range of Practical, Technical or Specialized Know-How required in a position is measured on the vertical axis of the Chart.

There are three important concepts to grasp in order to apply the Practical/Technical/Specialized scale correctly:

Concept	**Equivalency of depth and breadth in Practical/Technical/ Specialized Know-How**
Application	It is important to recognize that the demands for Practical Know-How in operational/service positions such as line management and human resources can be as great as the Technical/Specialized knowledge requirements of professional jobs such as engineering, science, law or education.

Concept	**The Know-How required to manage specialist positions**
Application	Managers do not necessarily need the same depth of subject-specific Technical or Specialized Know-How as those working below them. This is because managers are not required to **do** their subordinates' jobs. However, they do require sufficient understanding of their subordinates' areas of expertise to be able to **manage their activities.** Note: The management skill required is measured separately under Managerial and Operational Know-How.

Concept	**Equivalency of work experience and formal education**
Application	While it is true that some Know-How can only be gained formally (e.g., a PhD in physics), it is important to focus on the knowledge and skill required to do the work, not on how an incumbent might come to possess that knowledge, so as to avoid correlating Know-How level with educational level: • Phrases in a Job Description such as "requires an MBA" or "requires deep understanding of corporate law" are helpful, but they can cause the evaluator to inflate the Know-How requirements. • In addition, there are aspects of Practical/Technical/Specialized Know-How that can be gained through either formal education or work experience (e.g., selling skills) or that can be learned only through experience. For example: a Regional Director of Economic Development must understand not only the socio-economic conditions of the region but also the operations of the legislature and the government, and the names of key legislators and their political positions and issues. This Specialized Know-How cannot be learned in school but must receive its proper value.

MANAGERIAL AND OPERATIONAL KNOW-HOW

The requirement for Managerial and Operational Know-How is measured on the horizontal axis of the Chart.

Managers in Executive Group positions must know how to do such things as plan, organize, motivate, co-ordinate, direct, develop, control, evaluate or check the results of others' work. This management skill can be required in direct activities (e.g., by line managers), through consultative activities which require thinking like a manager (e.g., by staff specialists), or both (as in positions which manage staff operations).

There are two key concepts to bear in mind when evaluating this sub-factor:

Concept	**The more complex the job, the broader the management skills required**	
Application	Four elements affect the degree to which the need for management skills increases:	
	Functional Diversity	The range of activities requiring integration to achieve unit objectives. For instance: the range of activities will vary for the head of a Branch, a Sector, a Division, etc.
	Client Focus	The management challenge of a job increases with the number and diversity of clients and the frequency and complexity of client contacts.
	Timescale	The complexity of the management challenge is reflected in the degree to which the job deals with long- or short-term issues. Short-term issues are tactical in nature, aimed at achieving set objectives. Longer-term issues are more strategic, concerned with <u>what</u> objectives should be achieved (i.e., policy setting, planning, etc.).
	Physical Scale	As the size and/or geographic dispersion of the operation that falls under, or is influenced by, the position increases, the complexity of the operations and/or the number of specialties to be integrated may also increase. This would demand greater management skills.

Concept	**Thinking like a manager**
Application	This can be summed up as the ability to look at the larger organizational picture in a situation – in effect, to put oneself in the shoes of one's superior or another manager, even though one does not have the resources available to that position. For example: the head of a financial function may have to develop plans for the entire unit but may not control the resources needed to put the plan into effect.

CRITICALITY OF HUMAN RELATIONS

Criticality of Human Relations is measured, along with Managerial and Operational Know-How, on the Guide Chart's horizontal axis. This final Know-How sub-factor integrates the assessment of the **practical** requirement for using human relations skills into the measurement of job content, that is, the degree to which establishing and maintaining effective interpersonal relationships is central to the position achieving its objectives.

The requirement for using human relations skills on the job is represented by three possible levels. For most Executive positions, because of their size and/or nature, the achievement of objectives truly **hinges** on the establishment and maintenance of effective interpersonal relations. **However, this is not the case for every Executive job.**

Therefore, evaluators should not automatically assign level 3 in Criticality to every Executive job. In assessing each Executive position, evaluators must weigh a variety of considerations in making their judgements, such as:

- The degree to which the executive values of leadership and motivation are both integral to the job and highly complex or difficult in nature.
- The importance of "service" and client contact (both internal and external) as integral elements of the job.
- The nature of the client relationship(s).

In assessing the significance of client contact, evaluators should consider such factors as the frequency and nature or intensity of these contacts. There is a significant difference in the Criticality of Human Relations between a case where contact is established simply to gather or exchange information and/or opinions and a case where contact is established

and maintained to influence decisions, processes or behaviours which are crucial to the organization successfully achieving its goals.

It is also important to relate the nature of the job's contacts to its objectives. Evaluators should avoid being misled by statements in job descriptions which ascribe contacts to a job that are not in keeping with its objectives and accountabilities.

There are three levels of Criticality:

Level 1 Common courtesy must be employed and an appropriate working relationship established and maintained with subordinates, colleagues and superiors in order to accomplish the position's objectives. However, there is no significant need to influence others in carrying out assignments. Interaction with others is generally for the purpose of a straightforward information exchange or seeking instruction or clarification.

Level 2 In dealing with subordinates, colleagues and superiors, and in the course of some contact with clients inside and/or outside government, it is necessary to establish and maintain the kind of relationships that will facilitate the acceptance and utilization of the position's conclusions, recommendations and advice. In order to achieve desired results, positions have to interact regularly with subordinates, colleagues and superiors and have some contact with clients. The nature of these contacts is such that tact and diplomacy beyond the demands of normal courtesy are required.

Level 3 Successful achievement of the position's program delivery and/or service and/or advisory objectives **hinges** on the establishment and maintenance of appropriate interpersonal relationships in dealings with subordinates, colleagues and superiors and in ensuring the provision of service through substantive contact with clients inside or outside government. Skills of persuasiveness or assertiveness as well as sensitivity to the other person's point of view are essential to ensuring the delivery of service. This involves understanding the other's point of view, determining whether a behavioural change is warranted and, most importantly, causing such a change to occur through the exercise of interpersonal skills.

The key concept to remember when evaluating the Criticality of Human Relations is:

Concept	**The difference between the need for good human relations skills and the need to know human relations theory**
Application	Most Executive Group positions require incumbents to interact with people. You measure the **practical** importance under Criticality of Human Relations. The focus is on putting skills into action. However, some highly specialized positions require that the incumbent have **technical** knowledge of human relations theory. Examples would be counselling positions. This knowledge of **theory** is measured under Practical/Technical/Specialized Know-How. However, the need to put this theory into **action** in the counselling process would be measured under Criticality of Human Relations.

COMBINING THE KNOW-HOW ELEMENTS

To this point, three independent decisions regarding Know-How have been made. For example:

	Practical/Technical/ Specialized	**Managerial/ Operational**	**Human Relations**
Position 1	F	II	3
Position 2	G	III	3
Position 3	G	II	2

The total weight of Know-How is derived from the combination of the three sub-factors. The values assigned to the sub-factors will lead the evaluator to a "cell" on the Chart. This cell will contain three numbers, representing three step values. For example: the F II 3 cell reads:

350 400 460

Normally, a solid fit on all three sub-factors would lead you to select the middle number in the cell. The final decision about which of these numbers to choose to represent the job's total Know-How requirement will be based on the degree of confidence in the validity of the cell selected.

Regardless of the number chosen, you should record any shadings in your evaluation (i.e., any "pulls" up or down). You can do this by using an arrow up or down beside the sub-factor, such as **F II 3(↓)**.

Concept	**Making numbering differentiations**
Application	The overlapping numbering system is designed to allow different jobs to receive equivalent points, if appropriate. The numbering system also permits the evaluator to show relative differences between jobs whose evaluations put them in the same cell. This is done by assigning a higher number from the cell to the stronger job.

Concept	**The continuum of the cells**
Application	The cells on the Chart represent stages along a continuum, not discrete steps. It is possible to carefully evaluate a position on each of the sub-factors and still be aware that the cell selected does not completely reflect your final opinion. In this case, you might choose the top or bottom number in the cell, depending on whether you thought there was a "pull" up or down on the evaluation. • The notion of "pull" reflects the fact that positions are dynamic and that evaluation is not an exercise in precision but rather a judgmental process, with answers in shades of grey, not black or white. Therefore, the differentiation between one level and another may not be absolutely clear. For instance: an evaluator could decide a job is **G IV 3** but recognize that it is moving towards the **H** level of Practical/Technical/Specialized Know-How. This would represent a pull up on the evaluation and would be expressed as **G (↑) IV 3**.

CHECKING THE STEP RELATIONSHIPS OF A KNOW-HOW EVALUATION

There are some "rules of thumb" that can assist you in making/validating your judgments. It is important to bear in mind that these are "rules of thumb," not hard-and-fast rules. They should not be used as a substitute for thorough analysis of the job and interpretation of the Guide Charts.

As a "rule of thumb," when you are considering a hierarchy of jobs in a job family, technical ladder or reporting structure, the number of steps in the Know-How score can give some insight into the vertical structure of the hierarchy:

One-step difference **e.g., 460 to 528**	A "one-step" difference generally indicates a point of compression in the structure, giving reason to question the need for the number of organizational "layers" found. For example: one-over-one situations where the subordinate's job is virtually a replica of the superior's job or is "just perceptibly" different.
Two-step difference **e.g., 460 to 608**	This is the typical or logical relationship/vertical distance in a reporting sequence.
Three-step difference **e.g., 460 to 700**	Three steps between levels are characteristic of reporting relationships in organizations with a broad span of control.
Four-step difference **e.g., 460 to 800**	This represents a significant difference in terms of job content on the Know-How factor, suggesting that a level may be missing in the organizational structure. Care should be taken to ensure that the void exists in reality and that it is not the result of an evaluation error.

VALIDATING AGAINST THE BENCHMARKS

The evaluation of the Know-How factor should always make sense within the continuum of Executive Group positions. There is a need to ensure that the logic of that continuum remains intact over time.

The method for validating against the continuum is to "prove" the evaluation by finding several comparable reference positions from the standardized Benchmark positions. This is the key test of the validity of an evaluation. Generally, the Benchmark validation step is done after the position has been evaluated against all three factors. The process is outlined in Appendix C3.

PROBLEM SOLVING / THINKING
DEFINITION: Problem Solving/Thinking is the original, self-starting thinking required by the job to: (1) identify, (2) define, and (3) resolve a problem. "You think with what you know" - this is true of even the most creative work. The raw material of any thinking is knowledge of facts, principles and means. Ideas are put together from something already there. Therefore, Thinking is treated as a percentage utilization of Know-How.
There are two components:

- **THE THINKING ENVIRONMENT:** The extent to which assistance or guidance is available from others or from past practice or precedents and the degree to which the position is required to identify situations where direction or precedents are not applicable. How well/poorly defined is the problem, issue, etc.?

•• **THE THINKING CHALLENGE:** The novelty and complexity of the thinking to be done and the time pressures within which the thinking must be done.

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GUIDE CHART FOR EVALUATING

PROBLEM SOLVING / THINKING

MEASURING PROBLEM SOLVING/THINKING: Problem Solving/Thinking measures the intensity of the mental process which employs Know-How in analyzing, evaluating, creating, reasoning, arriving at and making conclusions. To the extent that Problem Solving/Thinking is circumscribed by standards, covered by precedents, or referred to others, the scope of the Problem Solving/Thinking is diminished, and the emphasis correspondingly is on Know-How.

N.B. The evaluation of PROBLEM SOLVING/THINKING should be made without reference to the job's freedom to make decisions or take action; the scope and nature of the job's decisions are measured on the ACCOUNTABILITY/DECISION MAKING Chart.

• THINKING ENVIRONMENT		•• THINKING CHALLENGE		
		3. Differing situations requiring search for solutions within the area of known things. Appropriate action selected based on experience. Some use of judgement required.	4. Variable situations requiring analytical, interpretative, evaluative, and/or constructive thinking, often on short notice.	5. Novel or non-recurring, pathfinding situations in complex administrative or research situations requiring the development of new concepts and imaginative approaches, usually under some pressure.
D	Thinking within clear but substantially diversified procedures; precedents covering many situations, and/or access to assistance.	28% 33%	38% 43%	50% 57%
E	Thinking within a well-defined frame of reference and towards specific objectives, in situations characterized by specific policies, practices, and precedents.	33% 38%	43% 50%	57% 68%
F	Thinking within a general frame of reference toward objectives, in situations with some nebulous, intangible, or unstructured aspects.	38% 43%	50% 57%	68% 76%
G	Thinking within concepts, principles, and broad guidelines toward the organization's objectives or goals; many nebulous, intangible, or unstructured aspects to the environment.	43% 50%	57% 66%	76% 87%
H	Thinking within organization philosophy and/or natural laws and/or principles governing human affairs.	50% 57%	66% 76%	87%

MEASURING PROBLEM SOLVING / THINKING

Problem Solving / Thinking is the opportunity, need or requirement on the part of the position to put Know-How to use in original, self-starting thinking in order to deal with issues and solve problems on the job.

Measuring Problem Solving / Thinking involves evaluating the intensity of the mental processes required by the position. Activities include employing Know-How to analyze, identify, define, evaluate, draw conclusions about and resolve issues. To the extent that thinking is circumscribed by standards, covered by precedents or referred to others, the Problem Solving / Thinking requirement of the job is diminished.

The raw material of any Problem Solving / Thinking is knowledge of facts, principles and means. Ideas are put together from something already there: “You think with what you know." This is true of even the most creative work.

However, this mental manipulation of Know-How is different from the straight application of skill measured by the Know-How factor. For this reason, not all of the Know-How required in a job will necessarily be utilized in the Problem Solving / Thinking elements of that job. Problem Solving / Thinking is therefore treated and measured as a **percentage** of Know-How, and the numbering pattern on the chart is comprised of a series of percentages rather than point values.

Problem Solving / Thinking has two dimensions:

- **Thinking Environment** (vertical axis) — how much assistance is available to help the incumbent do the thinking required.

- **Thinking Challenge** (horizontal axis) — the complexity and novelty of the thinking required and the time pressures within which the thinking must be done.

THINKING ENVIRONMENT

The first step in evaluating a job’s Problem Solving / Thinking element involves considering the amount of **help** available to the job holder. That help can come from precedents, people, and service-wide, department-wide or functional goals, policies, objectives, procedures, instructions or practices. In general:

- Goals, policies and objectives provide help by describing the “what” of a subject matter.

- Procedures detail the steps necessary to follow through on a policy (how, where, when, and by whom).

- Instructions and practices outline the specific how-to’s.

The degree to which help is available to job holders varies. For example: help from functional specialists and superiors may be less readily available to managers in geographically remote or organizationally isolated areas. The degree to which help is available is evaluated along the vertical axis of the Chart. There are no hard-and-fast rules. However, here are some guidelines:

- At the D level, **what** has to be done is often defined. **How** things have to be done is less defined.

- At the E and F levels, thinking is more about **what** has to be done. Naturally, **how** things are to be done is also not clearly defined.

- At the G and H levels, thinking is more about **why** things should be done. The **what** is generally less defined, and **how** things are done is not defined at all.

The key concept to remember when evaluating the Thinking Environment is as follows:

Concept	**The relationship between the Know-How level and the Problem Solving level**
Application	Logically, jobs do not require the incumbent to think beyond the limit of the Know-How required for the job. Therefore, the Thinking Environment level (as designated by its letter) should generally be no deeper than the depth of the Practical/Technical/Specialized Know-How level/letter previously assigned. (Example: When Practical/Technical/Specialized Know-How is at the F level, the Thinking Environment will probably be E or F — but **not** G).

THINKING CHALLENGE

Thinking Challenge, the second dimension of Problem Solving / Thinking, measures the **complexity** of the thought processes required of the job holder. It addresses the questions, "How tough are the things that come the job holder's way in terms of the thinking to be done?" and, "How quickly must the thinking be done?" The various levels of "Thinking Challenge" appear across the top of the Problem Solving / Thinking chart.

There are three key concepts to bear in mind when evaluating Thinking Challenge:

Concept	**The definition of "problems"**
Application	"Problems" in this context refer to the wide range of challenges confronting job holders. The concept is not restricted to things that have gone wrong, although such things must certainly be considered.

Concept	**Equivalency of technical and management issues in measuring Thinking Challenge**
Application	It is a common mistake to pay too much attention to technical issues when considering Thinking Challenge and too little attention to management issues. Both are equally valid when considering this sub-factor.

Concept	**The difference between Thinking Environment and Thinking Challenge**
Application	Thinking Environment measures the **context** in which problem solving takes place, and its main constraint is the amount of help available in that context. Thinking Challenge measures the **inherent difficulty** of the thinking required, and its main constraint is the novelty of the issues being considered.

	PROBLEM SOLVING POINTS ARE AT THE INTERSECTION OF THE COLUMN FOR THE KNOW-HOW SCORE AND THE ROW FOR THE PROBLEM SOLVING PERCENTAGE																								
% PS	**Know-How Points**																								**% PS**
	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	800	920	1056	1216	1400	
87%	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	800	920	1056	1216	87%
76%	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	800	920	1056	76%
66%	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	800	920	66%
57%	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	800	57%
50%	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	50%
43%	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	43%
38%	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	38%
33%	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	33%
	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	800	920	1056	1216	1400	

Most Likely	
Less Likely	
Unlikely	

COMBINING THE PROBLEM SOLVING / THINKING SUB-FACTORS

The result of making independent judgements for each of the two Problem Solving / Thinking sub-factors is that the evaluation falls within a cell which contains two percentage step values.

50
57

Your choice of which specific Problem Solving / Thinking percentage to use to represent the job's total Problem Solving / Thinking requirements will be a judgment, based on your "feel" for the strength or weakness of the job's fit in relation to the Chart definitions of the two sub-factors. Generally, a "solid" fit in relation to the definitions should result in your choosing the **lower** number in the cell. A "pull" to a higher Thinking Environment or Thinking Challenge would change the choice to the higher percentage. For example:

Problem Solving / Thinking Evaluation = F4	50%…..	solid fit choice
	57%..…	"pull" to G and/or 5

To determine Problem Solving / Thinking points, you can use the chart on the facing page. Simply locate the Problem Solving / Thinking percentage in the left column and the Know-How points along the top or bottom. The resulting Problem Solving / Thinking points are found at the intersection.

CHECKING THE PROBLEM SOLVING / THINKING EVALUATION

Evaluators should take the time to review their Problem Solving / Thinking evaluations. Since Problem Solving / Thinking is the application of Know-How, experienced evaluators have found that the relationship between the two factors tends to fall into patterns. These patterns are shown by the shadings on the chart on the facing page. They will serve as a general guide for checking the Problem Solving / Thinking evaluation:

- Normally, an evaluation should fall in the Most Likely areas.
- An evaluation can fall in the Less Likely areas **as long as it can be supported by sound reasons.**

- If an evaluation falls in the Unlikely shaded areas, the evaluation of both the Know-How and the Problem Solving / Thinking factors should be re-checked. It is possible that the body of knowledge the incumbent is expected to have is insufficient for thinking at the level indicated by the Problem Solving / Thinking evaluation, or that too much knowledge is expected of the position given the degree to which it will be put to use, as indicated by the Problem Solving / Thinking evaluation.

VALIDATING AGAINST THE BENCHMARKS

The most important test of the validity of the evaluation is finding comparable reference evaluations in the standardized continuum of the Benchmarks, as outlined in Appendix C3.

ACCOUNTABILITY / DECISION MAKING
GENERAL: Accountability/Decision Making is the measurement of the degree to which a job is responsible for achieving results and the importance of those results to the organization. There are three components IN THE FOLLOWING ORDER OF IMPORTANCE:

- **+ FREEDOM TO ACT:** The degree to which a job, through delegation or empowerment, acts independently to achieve end results before seeking advice or direction as defined in the left hand column of the next page.
- **++ IMPACT:** As defined.
- **+++ MAGNITUDE:** The size, relative to the whole Public Service, of the unit or function most clearly affected by the decisions AND/OR recommendations of the job. The process for determining Magnitude is described in Measuring Accountability / Decision Making.

N.B. Magnitude and Impact must fit together; neither can be final or meaningful without being related to the other.

GOVERNMENT OF CANADA
EXECUTIVE GROUP

GUIDE CHART FOR EVALUATING

ACCOUNTABILITY / DECISION MAKING

IMPACT — The degree to which the job affects or brings about the results expected of the unit or function being considered.

INDIRECT (I) — Supportive and ancillary services, where activities are noticeably removed from final decisions and assistance is modified or merged with other support before the end result stage.

CONTRIBUTORY (C) — Interpretative, advisory or facilitating services, for use by others in taking action, which are influential and closely related to action or decisions by others OR measurable contribution, as a member of a team, in achieving end results.

SHARED (S) — Equal, joint, and significant control, with (usually only one) another position(s) (except own subordinates and superior), over the activities and resources which produce the results, OR control of what are clearly many (but not all) of the significant variables in determining results.

PRIMARY (P) — Controlling Impact — The position has effective control over the significant activities and resources which produce the results, and is the sole position (at its level of Freedom to Act) which must answer for the results.

		+++ MAGNITUDE ➡	1. VERY SMALL				2. SMALL				3. MEDIUM				4. MEDIUM – LARGE				5. LARGE				6. VERY LARGE				7. LARGEST			
			(Constant Dollars)	(under $100K)			($100K to $1 Million)				($1 to $10 Million)				($10 to $100 Million)				($100 Million to $1 Billion)				($1 to $10 Billion)				(over $10 Billion)			
			++ IMPACT ➡	I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P
+ FREEDOM TO ACT	D	These jobs are subject, wholly or in part, to practices and procedures covered by precedents or well-defined policies; supervisory review usually after the fact.		38	50	66	87	50	66	87	115	66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460
				43	57	76	100	57	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528
				50	66	87	115	66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	606
	E	These jobs, by their nature or size, are subject to broad practices and procedures covered by functional precedents and policies; achievement of a circumscribed operational activity; direction from well-defined objectives.		57	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700
				66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	606	350	460	606	800
				76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920
	F	These jobs, by their nature or size, are broadly subject to functional policies and goals; managerial direction of a general nature.		87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	606	350	460	606	800	460	606	800	1056
				100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216
				115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	606	350	460	606	800	460	606	800	1056	606	800	1056	1400
	G	These jobs, by reason of their size, independent complexity and high degree of effect on department results, are subject only to general guidance from top-most management.		132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600
				152	200	264	350	200	264	350	460	264	350	460	606	350	460	606	800	460	606	800	1056	606	800	1056	1400	800	1056	1400	1840
				175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600	920	1216	1600	2112

MEASURING ACCOUNTABILITY / DECISION MAKING

Accountability / Decision Making measures the degree to which a job is responsible for action and the consequences of that action. It is the measured effect of the job on end results.

Up to this point, judgments have been made about the total Know-How required for fully competent job performance, and the degree of mental intensity employed in Problem Solving / Thinking. Now the task is to consider the job's ability to bring about, or assist in bringing about, some specific end results. This includes considering the Magnitude of, and Impact on, those results.

The Accountability / Decision Making Guide Chart shows three sub-factors:

- **Freedom to act**: The freedom the incumbent has to make decisions and carry them out. This is the most important sub-factor.

- **Impact on end results**: How direct the job's influence is on the end results of a unit, function or program.

- **Magnitude (or result area impacted)**: The general size of the unit, function or program affected. This is the least important sub-factor.

FREEDOM TO ACT

Freedom to Act is the most important of the three Accountability / Decision Making sub-factors. By examining the nature and extent of the controls — or the lack of the controls — that surround the job, it directly addresses the question of the job's freedom to take action or implement decisions. Because of its importance, this sub-factor carries the most quantitative weight in the evaluation of a position's total Accountability / Decision Making.

The controls placed on the position's Freedom to Act can be supervisory or procedural, or both. A key concept to keep in mind when considering Freedom to Act is:

Concept	**The difference between Freedom to Act and Thinking Environment**
Application	It is a common mistake to confuse the **restraints** placed on Freedom to Act with the **help available** in the Thinking Environment: • Freedom to Act is concerned with action or decisions about action. • Thinking Environment is concerned with mental manipulation.

Since controls tend to diminish as you rise in the organization, Freedom to Act increases with organizational rank. However, while it is true that no job can have as much Freedom to Act as its superior, the evaluator should be wary of automatic slotting according to organization level alone.

Here are some broad guidelines that can help in assessing Freedom to Act:

- At the D level, positions are relatively free to decide **how** to achieve predetermined results under some direction from superior management. Positions at this level are subject to managerial approval of tactical objectives and periodic evaluation of results, generally on a quarterly or annual basis.

- At the E and F level, positions are relatively free to determine **what** the general results are to be. Managerial direction will be general in nature. Assessment of end results must be viewed over longer time spans (e.g., six months to a year or longer).

- At the G level, the **what** is communicated only in very general terms. Positions become subject to guidance rather than direction or control. Any job evaluated here is subject only to broad policy.

IMPACT

While the explanation of how to evaluate Impact and Magnitude is presented sequentially, these two sub-factors should always be considered together.

The Impact sub-factor measures the directness of the position's effect on end results. The Impact levels are as follows:

- **I — Indirect**: The position provides information, recording or other supportive services for use by others. Activities are noticeably removed from final decisions / end results. The position's contribution is modified by or merged with other support before the end result stage.

- **C — Contributory**: The position provides interpretative, advisory or facilitating services for use by others or by a team in taking action. The position's advice and counsel are influential and closely related to actions or decisions made by others. Such an Impact is commonly found in staff or support functions which significantly influence decisions related to various units or programs. For example:

  – A senior labour relations specialist makes recommendations and administers policies and practices which affect the use of the unionized human resources of a unit. Note: The Magnitude of these resources might be represented by the human resources costs (payroll) of the unit.

- **S — Shared**: The position is jointly accountable with others (usually one other) for taking action and exercising a **controlling** Impact on end results. Positions with this type of Impact have noticeably more direct control over action than positions evaluated at the Contributory level, but do not have total control over all the variables in determining the end result. In addition, Shared Accountability can be used to indicate that a position makes an extremely strong contribution to end results (stronger than its peers) but does not have a Primary Impact.

  A basic rule is that Shared Impact does not exist vertically in an organization (i.e., between superior and subordinate). However, Shared Impact can exist between peer jobs within the same organization or with a position from outside the organizational unit. Shared Impact suggests a degree of partnership in, or joint Accountability for, the **total result.** In this way it differs from Contributory Impact, where the position is only accountable for a **portion** of the end result.

  – The departmental Project Manager could be considered to have a Shared Impact on all design and construction activities carried out by Public Works and Government Services Canada in the construction of a major facility.

  Note: There are few situations in the Public Service where true shared accountability exists.

- **P — Primary**: The position has **controlling** Impact on end results, and the accountability of others is subordinate. Such an Impact is commonly found in managerial positions which have line accountability for key end result areas, be they large or small. For example:

  – The Director of a research unit may have Primary Impact upon the research activities done by all sections of the unit. A subordinate Manager within the

unit may be accountable for the research activities in a section of the unit. Both positions could be evaluated at the Primary level, but the level of Magnitude (the size of the unit or function or activity) would vary.

Concept	**The relation between control and Primary Impact**
Application	The relative size of the unit is not an issue in deciding whether or not the position has Primary Impact on its results. The key is that: • The position controls the end results of the unit • That control is not shared with others ("the buck stops here")

MAGNITUDE

Magnitude measures the size of the area affected by a position. While it does give an indication of the "weight" to be assigned to the position, it is the least important of the three sub-factors used to determine the overall Accountability / Decision Making evaluation.

For measuring Executive Group positions, a common, quantifiable means or "proxy" for representing the diverse units, functions and programs that could be affected by the position must be identified. Dollars have proven to be the most widely applicable "proxy" for measuring the Magnitude to be assigned to a given position.

However, to make a logical, rational determination of Magnitude, the evaluator must remember that dollars are simply a proxy, not an absolute measure. The key concept behind this is:

Concept	**Dollars are only a proxy to represent Magnitude**
Application	Dollars are the most convenient measure of the size of the unit or function affected by a job. However, this does not mean that jobs impact on dollars. Jobs impact on functions, programs or operations of organizational units.

Dollar ranges on the Guide Chart correspond to varying alignments of Magnitude/Impact/Freedom to Act. The Benchmarks provide evaluators with a wide variety of examples of different levels of Magnitude to assist them in the determination of this sub-factor.

The Magnitude continuum has seven degrees, from “Very Small” to “Largest." These headings provide a rough idea of the appropriate Magnitude for the subject position. References to the appropriate Benchmarks will help refine this initial determination. In this way, evaluators can arrive at a reasonable determination of Magnitude and avoid jumping immediately to a premature consideration of budget dollars.

Evaluators should use the following process for applying the proxy to establish the appropriate Magnitude:

- Determine and describe (in words) what part(s) and/or function(s) of the organization the job affects, and the nature of the job’s effect on each of them. For example: the position controls a Branch.

- Once the part(s) and/or function(s) most appropriate to the job have been identified, think about the relative size of the part(s) or function(s) under consideration and describe these in words. For example: the Branch is very small, small, large, very large, etc.

- Once these relationships have been articulated, verify them and the “size” selected for the job against the dimensions of the Benchmark positions.

Use of the Accountability Magnitude Index to Adjust for Inflation

To maintain consistency over time, the Magnitude proxies of the Benchmarks use constant dollars. To make comparisons between a subject job’s proxy dollars (which are expressed in current dollars) and the constant dollars in the Benchmarks, it is necessary to convert the current dollars into constant dollars. The annual Accountability/Magnitude Index (AMI) provides the factor used for this purpose.

The AMI is based on the implicit price deflator used by Statistics Canada to produce GNP data in constant dollars. To convert to constant dollars, divide current dollars by the current AMI. For example: if an operating and maintenance budget of $4 million were selected to represent the Magnitude of a position, you would divide this amount by the current AMI to arrive at constant dollars [$4 million ÷ 6.50 = $615,385 (constant)].

The current AMI is updated periodically by the Public Service Human Resources Management Agency. The AMIs from financial year 1980/81 to September 2002 are as follows:

Accountability Magnitude Index
1980–2002

1980/81	2.45	1991/92	4.50
1981/82	2.77	1992/93	4.60
1982/83	3.06	1993/94	4.70
1983/84	3.41	1994/95	4.80
1984/85	3.61	1995/96	5.00
1985/86	3.72	1996/97	5.00
1986/87	3.83	1997/98	5.00
1987/88	3.91	1998/99	5.20
1988/89	4.03	1999/2000	5.40
1989/90	4.17	Sept. 2000	6.00
1990/91	4.37	Sept. 2002	6.50

"Pass-Through Dollars"

Many positions may appear to have a very large Magnitude, but the dollars being used to measure the unit are "Pass-Through Dollars." (Transfer payments to individuals or other jurisdictions under social programs which are controlled largely by legislation, regulation or formula fall into this category. An example would be Canada Pension Plan payments.) The key to handling Pass-Through Dollars is as follows:

Concept	**Pass-Through Dollars are not an appropriate Magnitude proxy**
Application	In cases of Pass-Through Dollars, the position deals with the **process** of payment but has practically no impact on determining whether payments should be made or what payments should be made. **These dollars do not properly represent the Magnitude of the position. A more appropriate proxy should be found.**

CHOOSING THE CORRECT IMPACT/MAGNITUDE COMBINATION

An evaluation score may differ depending on the combination of Impact and Magnitude used. For instance:

- A function head (e.g., a Director General of Human Resources) may be seen to have a Contributory Impact on the operations of the Department or a Primary Impact on the operations of the Human Resources Branch.

- Very often the point totals available in these two slots will be the same. Where they are not the same, it is advisable to use the higher score to properly reflect the full job size **as long as you are confident that your reasoning is correct.**

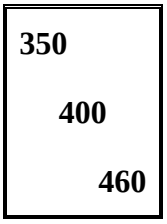
The key is to find the combination of Impact and Magnitude that results in the highest **legitimate** evaluation. This is because it is vital to get the **fullest, most complete** measure of the position for these two sub-factors so as to properly reflect the job size. Table 1 on the following pages provides some guidelines for evaluating certain types of expenditures when these are used as the proxy.

TABLE 1
EXAMPLES OF IMPACT FOR VARIOUS DIMENSIONS

Dimensions	Impact of Operating Management	Impact of Staff or Support Function	Comments
1. Salary, operating and maintenance budget (used to represent an organizational unit)	Primary	Contributory or Indirect	The Impact of operating management is Primary because the main accountability for unit or program end results rests with operating management. The Impact of staff depends on the significance of the advisory and facilitating role (i.e., Policy Advisor could be C or I).
2. Capital budget (used to represent a capital program)	Primary or Shared	Contributory, Indirect or None	The Impact of operating management is Primary when feasibility, design, construction, installation and utilization are controlled by a single manager (which is rarely the case). It is less (e.g., Shared) when a department project manager acts as a "knowledgeable" client for a specific project. The Impact of functional staff depends on the significance of the advisory and facilitating role.
3. Human resources costs (used to represent the human resources function)	Contributory or Indirect	Contributory or Indirect	The number of positions which play a role in designing and/or implementing this function (e.g., central agencies, departmental managers, departmental Human Resources jobs) means that no one or two positions control the significant activities necessary for Primary or Shared.

COMBINING THE ACCOUNTABILITY / DECISION MAKING SUB-FACTORS

The result of evaluating the three sub-factors is that the evaluation falls within a cell with three possible point values, each representing one step up in size.



The number chosen from the cell will depend upon your assessment of the relative strength of the job's fit to sub-factor definitions. However, unlike the sub-factors of Know-How and Problem Solving/Thinking (which have a more or less equal weight in determining the factor's score), in the case of Accountability / Decision Making, the fit of the Freedom to Act sub-factor is the most important one to consider.

There is a propensity for evaluators to forget this hierarchy of values and use Magnitude to drive the selection of the number in the cell. This is inappropriate. Considerations of Impact and Magnitude (the least important sub-factor) should be used to **confirm** the direction of the overall evaluation, as determined by considerations of Freedom to Act.

TABLE 1 (Continued)
EXAMPLES OF IMPACT FOR VARIOUS DIMENSIONS

Dimensions	Impact of Operating Management	Impact of Staff or Support Function	Comments
4. Purchased materials and equipment (used to represent the purchasing function)	Shared, Contributory or Indirect	Shared, Contributory or Indirect	The Impact of Department of Public Works and Government Services people would be Contributory for the normal supply & service role, or Shared where their role is one of heavy involvement in determining specifications, in addition to the normal supply & service role. The extent to which departmental functional staff (e.g., head of informatics) act as the department's purchasing agents will affect the Impact recognized in the evaluation.
5. Grants and contributions (used to represent a program)	Contributory or Indirect	Indirect	The Impact could range from Contributory to Indirect depending on the degree of: 1. Discretion in grant or contribution amounts. 2. Control over the end results expected from the grant or contribution.
6. Transfer payments (used to represent a program)	Indirect or None	None	When transfer payments are determined by a formula with no discretion, the Impact would likely be none. Where there is some discretion in determining amount and/or use, the Impact would likely be Indirect because the position has some effect on the program.

CHECKING THE ACCOUNTABILITY / DECISION MAKING EVALUATION

Up, Down and Level Profiles

The evaluation score of a position gives an indication of its size, relative to other jobs. It answers the question, "How big is this job?" However, the relationship between the scores for the Problem Solving / Thinking and the Accountability / Decision Making factors is indicative of the **shape** of the job and answers the questions, "What sort of job is this?" "Is it characterized by thinking (Problem Solving) or action (Accountability), or is the balance about equal?"

- **An action-oriented job** is primarily oriented toward generating end results. Problem Solving takes a secondary position in this position. Therefore, the points given to Accountability / Decision Making will be higher than those for Problem Solving / Thinking. This relationship is known as an Up, or "A," Profile.

- **A thinking job** exists to apply Know-How in the analysis, investigation and identification of situations. The Problem Solving / Thinking points will be greater than those for Accountability / Decision Making. This is known as a Down, or "P," Profile.

- **A balanced or level job** is one in which the Accountability / Decision Making and Problem Solving / Thinking points are the same. The position will be staff-oriented and have responsibility for managerial or supervisory functions. This is known as a Level, or "0," Profile.

While there are no hard-and-fast rules, particular types of jobs do tend to have predictable profiles:

Down Profiles

P4 P3 Problem Solving / Thinking points exceed Accountability / Decision Making points by four or three steps, respectively. Jobs with these profiles will tend to be concerned with basic or pure research, with little orientation to, or regard for, development aspects. P4 Jobs will rarely be found outside a university.

P2 P1 Problem Solving / Thinking points exceed Accountability / Decision Making points by two steps or one step, respectively. Applied research or policy development jobs will tend to have these profiles.

TABLE 1 (Continued)
EXAMPLES OF IMPACT FOR VARIOUS DIMENSIONS

Dimensions	Impact of Operating Management	Impact of Staff or Support Function	Comments
7. Revolving funds (represents payment received from clients for services rendered)	None	None	Individual positions do not have sufficient impact on what is to be measured. That is, the impact is less than Indirect. Payments received should not be double-counted against corresponding expenditures, nor should they be used to reduce operating expenditures to a net figure.
8. Dimensions lying outside the Public Service such as value of the GNP	None or Contributory or Indirect	None or Indirect	The relationship of Public Service positions to these dimensions is, in most cases, too remote for the measurement of any Impact. Where influence can be clearly identified, the Impact of operating management positions is normally Indirect and is typically exerted through legislative, regulatory or enforcement authorities. Contributory Impact could apply to operating management positions in which the degree of control over end results is considerable. Indirect Impact could apply to staff or support functions when the degree of control or influence over end results is considerable. In all these instances, the incumbent **must** be identified in the job description and the performance review process as answerable for results.

Level Profiles	**L** Problem Solving / Thinking points equal Accountability / Decision Making points. Jobs with these profiles will tend to involve providing support services in staff functions or supervisory positions such as financial analysts or heads of functional specialties.
Up Profiles	**A1** Accountability / Decision Making points exceed Problem Solving / Thinking points by one step. Jobs with A1 profiles are often hybrid jobs with significant people management responsibilities (such as human resources managers), line management positions, or jobs which receive a significant degree of direction from functional units, such as project managers or regional directors of administrative services. **A2 A3** These profiles are found in line management jobs which have a clear and well defined responsibility for achieving results, such as regional director for operations. **A4** Examples of this profile are unusual but can occur where the Accountability for results is high but the Problem Solving or Know-How content of the job is relatively low.

Up, Down and Level profiling allows the validity of evaluations to be checked against typical job profiles. Discrepancies, if found, may indicate an incorrect evaluation. However, they might also indicate an inappropriately structured job. Therefore, it is important to avoid letting profiles drive the evaluation process.

VALIDATING AGAINST THE BENCHMARKS

The most important test of the validity of the evaluation is finding comparable reference evaluations in the standardized continuum of the Benchmarks, as outlined in Appendix C3.

USING THE BENCHMARKS

The Benchmark reference positions have two critical roles to play in the job evaluation process:

- **They provide the necessary discipline of a constant set of reference points.**

  The Benchmark evaluations have been thoroughly checked to ensure that the job evaluation method was applied consistently and appropriately. As a result, they provide a constant standard against which to evaluate positions, making them the key tool for ensuring consistency in the application of the Guide Chart methodology, over time, throughout the federal government.

- **They allow for flexibility within a disciplined framework.**

  Given the number and complexity of Executive Group positions to be evaluated, it would be both impossible and counter-productive to attempt to provide hard-and-fast solutions for every possible situation. By providing a sufficient number of constant Benchmark positions, but allowing evaluators to use their common sense in using them, both flexibility and discipline can be built into the process.

Copies of the Benchmark reference positions are found in Appendix C3.

PROCESS FOR SELECTING SUITABLE BENCHMARKS

1) How Benchmarks are arranged

The Benchmarks are sorted in two different ways:

- The Benchmark Job Descriptions are arranged into groups based on job function (Appendix C1).

- There is a second listing of the positions by level, in descending order of total points (Appendix C2).

2) Information needed about the subject position

In order to select suitable Benchmarks, the evaluator first needs to know:

- Where the subject position fits in the organization (e.g., number of levels from the Deputy Head)

- The job function (e.g., financial, operational, human resources)

- The basic nature of the job (e.g., to think deeply, as in research positions, to think broadly, as in policy development, to direct activities, as in field operations, or to administer policies and practices, as in staff positions)

- Whether the position is line or staff, regional or located at headquarters

All this information should be in the Job Description.

3) Selecting Suitable Benchmarks

Two or three Benchmark comparisons should be sufficient for testing the validity of an evaluation. A strong comparator is one in which the organizational context, the overall evaluation and the evaluations of the three factors are all similar to that of the subject position (i.e., fewer than three steps away on any one factor).

However, on occasion, it may be difficult to find a Benchmark that fits the subject position on all three factors. For example, one Benchmark might provide a close fit on the Know-How factor but not work well on the Accountability / Decision Making factor. The best thing to do would be to try to find other, more suitable, Benchmarks since the imbalance affects the profile fit of the two positions. However, if a good, overall fit cannot be found with any of the Benchmarks, the evaluator should look for an additional Benchmark position which provides a good fit for the missing factor (in the above example, Accountability / Decision Making).

BENCHMARK COMPARISONS EXAMPLE A

GENERAL ACCOUNTABILITY

Subject Position	Is accountable for the proper and effective management and administration of all operations programs in the Region to ensure the provision of economic support, pension, medical examinations, social well-being and health care to qualified veterans and their dependants. Is accountable for the operation of the Saskatoon Veterans Home.
Benchmark 7-A-2	Is accountable for directing and managing regional operational functions essential to conducting the Agency's statistical programs, and for developing the overall strategic framework and business plans for the regional operations to enhance the Agency's capacity to provide Canadians with statistical information.
Benchmark 6-A-2	Is accountable for the efficient and effective direction of regional operations and programs designed to assist inmates and parolees with their reintegration into civil society.
Benchmark 5-A-1	Is accountable for providing a regional lens in the conception, development and delivery of national programs to promote good nutrition and informed use of drugs, food and natural health products, and to maximize the safety and efficacy of pharmaceutical drugs, food, natural health products, medical devices, biologics and related biotechnology products in the Canadian marketplace and health system to promote and protect the health of Canadians.

SAMPLE VALIDATIONS USING BENCHMARKS

Below are two examples of the process for using Benchmarks. Descriptive statements from the job description of the subject position and the sample Benchmarks are shown on this and the following facing pages. These statements are not the only relevant differentiating considerations. They are presented simply to illustrate the thinking process involved in using Benchmarks.

Sample Validation: Example A

EXAMPLE A

Subject Position	**Regional Director General, Prairie Region**		
Evaluation	Know-How	F III 3	608
	Problem Solving / Thinking	F 4 (50%)	304
	Accountability / Decision Making	F 3 P	400
			1312

Benchmarks Selected

7-A-2 Director General, Regional Operations		6-A-2 Assistant Deputy Commissioner, Operations		5-A-1 Regional Director, Health Products and Food	
G III 3	700	F III 3	608	F III 3	528
F 4 (57%)	400	F 4 (50%)	304	F 4 (50%)	264
F 4 P	528	F 2 P	350	F 2 P	304
	1628		1262		1096

BENCHMARK COMPARISONS
EXAMPLE A

MAJOR CHALLENGE

Subject Position	The position is expected to negotiate with provincial authorities to ensure an equitable distribution of contract beds for the priority use of veterans, and achieve an optimum care/cost ratio within the framework of provincial standards in Manitoba, Saskatchewan and Alberta.
Benchmark 7-A-2	The position must build national consensus for the implementation of policies and procedures that respond to the changing needs of clients. In meeting this challenge, the incumbent must balance increasing demands for quality information with public and political concern regarding invasion of privacy, response burden, voluntary participation and respondent refusal or mistrust.
Benchmark 6-A-2	The position leads the cooperative development of innovative programs with community support organizations or spiritual and cultural leaders to help offenders benefit from a broad range of programs and services, and assist them in successfully reintegrating into the community.
Benchmark 5-A-1	The position fosters a spirit of cooperation, collaboration, teamwork and partnership between the Department and the communities, through contacts with senior officials such as the Deputy Minister or Minister, Assistant Deputy Ministers, Presidents or Directors in provincial health, social services and education departments or agencies.

Example A Explanation: The Know-How Factor

Subject Job		7-A-2		6-A-2		5-A-1	
		Director General, Regional Operations		Assistant Deputy Commissioner, Operations		Regional Director, Health Products and Food	
F III 3	**608**	G III 3	700	F III 3	608	F III 3	528

1) One consideration for relating the Know-How of the subject position to the Benchmarks is the management structure above each position. There are the same number of layers between the Deputy Minister and the position holders in all four cases.

2) Another consideration is the diversity of the programs managed. While the program mixes of the subject position and the three Benchmark positions are relatively homogeneous in end results, the national role of Benchmark 7-A-2, the variety of its clientele and the ad-hoc nature of the demands placed upon it warrant a higher degree of specialized and practical skills and knowledge than the subject position and the other two Benchmark positions.

3) A number of variables must be considered when evaluating Know-How: cultural diversity of the publics served, geographic dispersion of the territory managed, and size and type of staff managed. Benchmark 7-A-2 is accountable for the department-wide provision of products and services to a paying clientele with varied interests in and purposes for the products requested, and it manages a larger staff than the subject position and the other two Benchmark positions.

4) The subject position and Benchmarks 6-A-2 and 5-A-1 are all responsible for managing the delivery of direct client services within a specific geographic area, whereas Benchmark 7-A-2 leads the management of service delivery nationally in all regions, which adds to the depth of procedures, techniques and disciplines required and the variety of environments and clienteles.

5) The subject position is considered comparable to Benchmark 6-A-2 as both positions require a similar breadth and depth of knowledge to direct the delivery of the full range of departmental services at the regional level, whereas Benchmark 5-A-1 reports to a corporate ADM at National Headquarters and requires knowledge and skill related to one departmental business line.

BENCHMARK COMPARISONS
EXAMPLE A

DIMENSIONS (Constant Dollars)		
Subject Position	Employees:	317
	Operating budget:	$3.3 million
	Grants and Contributions:	$15.0 million
Benchmark 7-A-2	Employees (both Public Service and Statistics Act):	3,012 (Non-census year) 49,645 (Census year)
	Operating budget:	$12.6 million (Non-census Year) $30.3 million (Census Year)
	Annual Sales:	$ 1.2 million
Benchmark 6-A-2	Employees:	52
	Operating budget:	$438,500
Benchmark 5-A-1	Employees:	32
	Operating budget:	$310,000

Example A Explanation: The Problem Solving / Thinking Factor

Subject Job		7-A-2		6-A-2		5-A-1	
		Director General, Regional Operations		Assistant Deputy Commissioner, Operations		Regional Director, Health Products and Food	
F4 (50%)	**304**	F 4 (57%)	400	F 4 (50%)	304	F 4 (50%)	264

1) The geographic dispersion, the nation-wide leadership, the specific requirements of the clientele and the revenue-generating function create discernible differences between the complexity of programs managed by Benchmark 7-A-2 and those delivered by the subject position and the other two Benchmark positions.

2) The difference in geographic areas serviced by the subject position and Benchmarks 6-A-2 and 5-A-1 is not considered to require significantly different innovative thinking.

Example A Explanation: The Accountability / Decision Making Factor

Subject Job		7-A-2		6-A-2		5-A-1	
		Director General, Regional Operations		Assistant Deputy Commissioner, Operations		Regional Director, Health Products and Food	
F 3 P	**400**	F 4 P	528	F 2 P	350	F 2 P	304

1) The subject position and the Benchmark positions appear to have a similar degree of latitude and authority to act on behalf of the department within the scope of their delivery responsibilities in their respective areas.

2) Benchmark 7-A-2 is viewed as making a noticeably more significant contribution to the achievement of the department's end results than the subject position, hence a push to the middle number of the magnitude range of the Benchmark position. The other two Benchmark positions and the subject position are viewed as having a similar degree of contribution within their respective magnitude ranges.

BENCHMARK COMPARISONS
EXAMPLE B

GENERAL ACCOUNTABILITY

Subject Position	Is accountable for managing the development, implementation and maintenance of departmental financial and accounting policies, systems and procedures to meet the operational needs of management and to conform with the requirements of government acts, statutes and regulations, and for providing non-transfer payment accounting services and advice to responsibility centre managers across the Department.
Benchmark 6-O-2	Is accountable for establishing the Agency's strategic and corporate guidelines in the sectors of modern comptrollership, human resources, financial resources and administrative services management, in order to achieve maximum effectiveness in the use of the Department's human, financial and material resources.
Benchmark 5-M-1	As the senior full-time financial officer and comptroller, is accountable for the financial policies, systems, procedures, operations and accounting activities to ensure effective control and stewardship of the financial resources appropriated, and for ensuring the introduction and acceptance of modern accounting and financial management standards and practices.
Benchmark 4-O-3	Is responsible for the proper and effective management of the finance, materiel management, information systems, contract administration, and administration functions in the Department's Atlantic Region.

Sample Validation: Example B

EXAMPLE B

Subject Position	**Director Financial Policies, Systems and Accounting**		
Evaluation	Know-How	F III 3	460
	Problem Solving / Thinking	E 4 (50%)	230
	Accountability / Decision Making	E 5 C	264
			954

Benchmarks Selected

6-O-2 Director General, Resource Management		5-M-1 Director, Financial Management		4-O-3 Regional Manager, Finance & Administration	
G III 3	608	F III 3	528	F II 3	460
F 4 (57%)	350	E 4 (50%)	264	E 4 (43%)	200
F 2 P	350	E 5 C	264	E 2 P	230
	1308		1056		890

BENCHMARK COMPARISONS
EXAMPLE B

MAJOR CHALLENGE

Subject Position	A major challenge for the Director is to provide management with an integrated accounting and financial systems operation that has effective accounting mechanisms and control, and at the same time meets the requirements of Parliament and Central Agencies with respect to departmental initiatives in the areas of Economic Development and Trust and Loan Fund Management.
Benchmark 6-O-2	The position is expected to provide corporate leadership in the development, dissemination and implementation of policies, systems, processes, services and control mechanisms for the seamless implementation of the management reform underpinning the modern comptrollership and modern management functions affecting the management of the Agency's financial, material and human resources.
Benchmark 5-M-1	The position's challenge is to ensure the continued integrity of the financial management data, systems and procedures while ensuring the successful implementation of significant changes in financial management practices, information systems and accounting procedures arising out of the Modern Comptrollership Initiative and other financial modernization initiatives.
Benchmark 4-O-3	The position guarantees the integrity and reliability of budgetary control and reporting systems in the Region to ensure that probity and prudence are duly exercised in the handling of regional resources.

Example B Explanation: The Know-How Factor

Subject Job	6-O-2	5-M-1	4-O-3
	Director General, Resource Management	Director, Financial Management	Regional Manager, Fin. & Admin.
F III 3 460	G III 3 608	F III 3 528	F II 3 460

1) While the subject position and Benchmark 5-M-1 are both rated F III 3, the Benchmark is a senior full-time financial officer and is thus seen as requiring higher degrees of professional and operational knowledge. Benchmark 6-O-2 reflects a degree of mastery required to provide executive direction at the first managerial level for the management of all the infrastructure support functions across the department. The subject position and Benchmark 4-O-3 reflect the depth of professional expertise required to provide executive level support in the delivery of the department's programs.

2) The managerial expertise required for the subject position is less than that required for Benchmarks 6-O-2 and 5-M-1, which have department-wide functional responsibilities. The department-wide role of the subject position and the focus of its end results, although rated higher, are weighed as comparable with the regional focus of Benchmark 4-O-3 and receive the same numerical value.

Example B Explanation: The Problem Solving / Thinking Factor

Subject Job	6-O-2	5-M-1	4-O-3
	Director General, Resource Management	Director, Financial Management	Regional Manager, Fin. & Admin.
E 4 (50%) 230	F 4 (57%) 350	E 4 (50%) 230	E 4 (43%) 200

1) As the senior functional position in the department, Benchmark 6-O-2 is clearly involved in more demanding, extensive and varied issues than are the subject position or the other two Benchmark positions.

2) The departmental functional roles of the subject position and of Benchmark 5-M-1 are viewed as requiring a higher degree of innovation, creativity and integration than Benchmark 4-O-3.

BENCHMARK COMPARISONS
EXAMPLE B

DIMENSIONS (Constant Dollars)

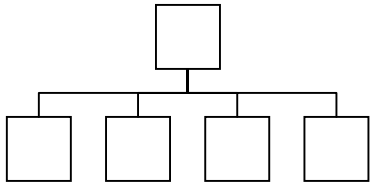
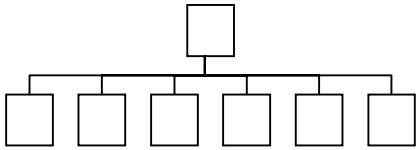
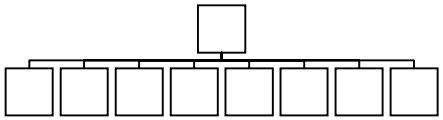
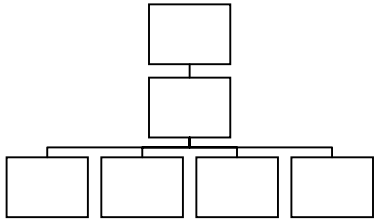
Subject Position	Division Employees:	50
	Division Operating Budget:	$500,000
	Departmental Operating Budget	$885 million
Benchmark 6-O-2	Branch Employees:	30
	Department Employees:	380
	Branch Operating Budget:	$800,000
	Agency Operating Budget:	$6.7 million
Benchmark 5-M-1	Division Employees:	48
	Division Operating Budget:	$484,000
	Department Operating Budget:	$177 million
Benchmark 4-O-3	Region Employees:	1,370
	Division Employees:	133
	Region Operating Budget:	$49 million
	Division Salary Budget:	$866,000

Example B Explanation: The Accountability / Decision Making Factor

Subject Job	6-O-2	5-M-1	4-O-3
	Director General, Resource Management	Director, Financial Management	Regional Manager, Fin. & Admin.
E 5 C 264	F 2 P 350	E 5 C 264	E 2 P 230

1) The ratings reflect the higher level of empowerment and contribution of Benchmark 6-O-2 in the achievement of expected end results and departmental objectives.

2) Note that while the magnitude levels of the subject position and Benchmark 5-M-1 could warrant a difference in their respective numerical ratings, their contribution to the achievement of the department's goals is viewed overall as being of equal value.

			LIKELY STEP DIFFERENCES		
DESIGNATION	UNIT DIAGRAM	COMMON CHARACTERISTICS	KNOW HOW	% PROBLEM SOLVING	ACCOUNT-ABILITY
"Normal" Superior/Subordinate Relationship		• Reasonable span of control • Clear channels of communication • Balance between subordinates • Management delegation	2	1	3
Lean Staff		• Broad span of control • Communication processes fuzzy • Imbalance between subordinate positions • Management and decision-making centralized	3	1 or 2	3 to 5
Missing Level		• Large span of control • Communication of tasks only • Large differentials in subordinate positions • Management and decision-making highly centralized	4	2	5 to 7
One Over One		• One subordinate • Superior and subordinate function as a team • Usually a temporary "grooming" position for subordinate prior to taking over the top position • Appropriate where criticality of top job dictates (i.e., CEO) or where there is a need for a split between external focus and internal focus	1	1	2

ORGANIZATION CHECK

A crucial test of the validity of the evaluation is whether it fits with the evaluations for other positions in the unit. This means that when you isolate each factor, the step differences between the subject job and the supervisor, peer and subordinate positions for each factor all make sense.

A common evaluation error is over-emphasizing the differences between peer positions and under-emphasizing the differences between superior and subordinate. Note, however, that there are no rules for determining the proper relationship between levels in an organization. Each case must be assessed on its own.

> **For example**: the chart on the facing page shows four organizational structures with very different superior/subordinate relationships. In each case, the step differences between the factors for the two levels change. However, these examples should not be taken as hard and fast rules. They simply serve to demonstrate:
>
> - a variety of superior/subordinate relationships that can make sense
> - the importance of looking at the reality of the actual departmental structure when testing the validity of a new evaluation

In the final analysis, as throughout the evaluation process, informed common sense should be the tool for making and checking all judgments.

APPENDIX A – EXECUTIVE (EX) GROUP DEFINITION

The Executive Group comprises positions located no more than three hierarchical levels below the Deputy or Associate Deputy level and that have significant executive managerial or executive policy roles and responsibilities or other significant influence on the direction of a department or agency. Positions in the Executive Group are responsible and accountable for exercising executive managerial authority or providing recommendations and advice on the exercise of that authority.

Inclusions

Notwithstanding the generality of the foregoing, it includes positions that have, as their primary purpose, responsibility for one or more of the following activities:

1. Managing programs authorized by an Act of Parliament, or an Order-in-Council, or major or significant functions or elements of such programs;

2. Managing substantial scientific or professional activities;

3. Providing recommendations on the development of significant policies, programs or scientific, professional or technical activities; and

4. Exercising a primary influence over the development of policies or programs for the use of human, financial or material resources in one or more major organizational units or program activities in the Public Service.

Exclusions

Positions excluded from the Executive Group are those whose primary purpose is included in the definition of any other group.

CLASSIFICATION LEVELS: EXECUTIVE GROUP

The total points assigned through the evaluation process will determine the classification level for a newly evaluated position. Positions within the assigned point bands fall into compensation levels from EX-1 to EX-5. The bands are as follows:

EXECUTIVE GROUP CLASSIFICATION LEVELS

Classification Level	Minimum Points	Maximum Points
EX-5	2448	N/A
EX-4	1868	2447
EX-3	1560	1867
EX-2	1262	1559
EX-1	920	1261

APPENDIX B – GUIDE CHARTS

KNOW-HOW
DEFINITION: Know-How is the sum total of EVERY kind of knowledge and skill, HOWEVER ACQUIRED, needed for COMPETENT JOB PERFORMANCE. Know-How has three components, the requirements for:

- **PRACTICAL, TECHNICAL, SPECIALIZED KNOW-HOW.** Varied applied skills, including those relating to human relations, knowledge of the position's environment and clientele (e.g., the public, industry, special interest groups, other governments, etc.), practical procedures, specialized techniques and/or scientific/professional disciplines.

•• **MANAGERIAL AND OPERATIONAL KNOW-HOW.** The KNOW-HOW and skill involved in guiding and integrating the resources associated with an organizational unit or function in order to produce the expected results. The knowledge and skills may be exercised executively ("acting as a manager") or consultatively ("thinking as a manager"). Involved is some combination of planning, organizing, integrating, coordinating, directing, motivating and developing human resources, controlling, evaluating, and checking. This KNOW-HOW may be required in providing service to the client/customer AND/OR advice to others, and becomes more critical as the conflicting demands and priorities of clients/customers increase.

••• **CRITICALITY OF HUMAN RELATIONS.** This is a measure of how relatively crucial, critical, and difficult are the various interpersonal relationships which positions must establish and maintain in order to achieve the objectives.

GOVERNMENT OF CANADA
EXECUTIVE GROUP

GUIDE CHART FOR EVALUATING

KNOW-HOW

MEASURING PRACTICAL, TECHNICAL, SPECIALIZED KNOW-HOW: This type of knowledge and skill may be characterized by breadth (variety), or depth (complexity), or both. Jobs may require some combination of: various skills; some knowledge about many things; a good deal of knowledge about a few things. Thus, to measure this kind of Know-How, the evaluator has to understand WHAT SKILLS ARE NEEDED AND HOW MUCH KNOWLEDGE IS NEEDED ABOUT HOW MANY THINGS AND HOW COMPLEX EACH OF THEM IS.

FUNCTION - A group of diverse activities which, because of common objectives, similar skill requirements, and strategic importance to an organization, are usually directed by a member of top management.

SUBFUNCTION - A major activity which is part of, and more homogeneous than, a function.

ELEMENT - A part of a subfunction; usually very specialized in nature and restricted in scope or impact.

			•• MANAGERIAL and OPERATIONAL KNOW-HOW												
			I			III			IV			V			
			Operation of a unit with activities that are relatively similar in nature and objective, OR guidance of a sub-function(s) or several significant elements across several units.			Operation of a large unit with activities that are noticeably different in objectives and the nature of the end results, OR guidance of a function(s) which affects all of the organization.			Operation of a major unit with activities which are significantly different and divergent with respect to objectives and end results, OR guidance of a strategic function(s) which significantly affects the organization's planning and operation.			Management of all units and functions of a large organization, OR total management of the major segment of a very large organization.		
		••• HUMAN RELATIONS	1	2	3	1	2	3	1	2	3	1	2	3
• PRACTICAL, TECHNICAL, SPECIALIZED KNOW-HOW	E	A sound understanding of and skill in several activities which involve a variety of practices and precedents with respect to the organization's processes, operation and clientele, OR a grasp of a scientific or similar discipline's theory and principles, OR both.	200 230 264	230 264 304	264 304 350	264 304 350	304 350 400	350 400 460	350 400 460	400 460 528	460 528 608	460 528 608	528 608 700	608 700 800
	F	Extensive knowledge and skill gained through a wide and/or deep exposure to the involved and/or diverse practices, processes, and issues relating to the organization and its clients, OR command of complex scientific theory, principles, and practices, OR both.	264 304 350	304 350 400	350 400 460	350 400 460	400 460 528	460 528 608	460 528 608	528 608 700	608 700 800	608 700 800	700 800 920	800 920 1056
	G	Mastery of theories, principles, and techniques, or the cumulative equivalent command, of the interrelationships, variables, and competing demands of the organization and its clients, and related programmes and other issues necessary to advise AND/OR implement programmes at the executive management or executive policy levels of the organization.	350 400 460	400 460 528	460 528 608	460 528 608	528 608 700	608 700 800	608 700 800	700 800 920	800 920 1056	800 920 1056	920 1056 1216	1056 1216 1400
	H	Externally recognized mastery and expertise in a complex scientific field or other learned discipline	460 528 608	528 608 700	608 700 800	608 700 800	700 800 920	800 920 1056	800 920 1056	920 1056 1216	1056 1216 1400	1056 1216 1400	1216 1400 1600	1400 1600 1840

••• CRITICALITY OF HUMAN RELATIONS		
1. Common courtesy must be employed, and an appropriate working relationship established and maintained with subordinates, colleagues and superiors in order to accomplish the position's objectives.	2. It is necessary to establish and maintain the kind of relationships in dealings with subordinates, colleagues and superiors, and in the course of some contact with clients inside AND/OR outside government, that will facilitate the acceptance and utilization of the position's conclusions, recommendations and advice.	3. Successful achievement of the position's programme AND/OR service AND/OR advisory objectives HINGES on the establishment and maintenance of appropriate interpersonal relationships in dealings with subordinates, colleagues, and superiors, and in ensuring the provision of service through substantive contact with clients inside AND/OR outside government.

PROBLEM SOLVING / THINKING
DEFINITION: Problem Solving/Thinking is the original, self-starting thinking required by the job to: (1) identify, (2) define, and (3) resolve a problem. "You think with what you know"... this is true of even the most creative work. The raw material of any thinking is knowledge of facts, principles and means. Ideas are put together from something already there. Therefore, Thinking is treated as a percentage utilization of Know-How.
There are two components:

- **THE THINKING ENVIRONMENT**: the extent to which assistance or guidance is available from others or from past practice or precedents and the degree to which the position is required to identify situations where direction or precedents are not applicable. How well/poorly defined is the problem, issue, etc.?

++ **THE THINKING CHALLENGE**: the novelty and complexity of the thinking to be done and the time pressures within which the thinking must be done.

GOVERNMENT OF CANADA EXECUTIVE GROUP

GUIDE CHART FOR EVALUATING

PROBLEM SOLVING / THINKING

MEASURING PROBLEM SOLVING/THINKING: Problem Solving/Thinking measures the intensity of the mental process which employs Know-How in analyzing, evaluating, creating, reasoning, arriving at and making conclusions. To the extent that Problem Solving/Thinking is circumscribed by standards, covered by precedents, or referred to others, the scope of the Problem Solving/Thinking is diminished, and the emphasis correspondingly is on Know-How.

N.B. The evaluation of PROBLEM SOLVING/THINKING should be made without reference to the job's freedom to make decisions or take action; the scope and nature of the job's decisions are measured on the ACCOUNTABILITY/DECISION MAKING Chart.

• THINKING ENVIRONMENT		++ THINKING CHALLENGE		
		3 Differing situations requiring search for solutions within the area of known things. Appropriate action selected based on experience. Some use of judgement required.	4 Variable situations requiring analytical, interpretative, evaluative, and/or constructive thinking, often on short notice.	5 Novel or non-recurring, pathfinding situations in complex administrative or research situations requiring the development of new concepts and imaginative approaches, usually under some pressure.
	D	Thinking within clear but substantially diversified procedures; precedents covering many situations, and/or access to assistance.	29% 33%	38% 43%	50% 57%
	E	Thinking within a well-defined frame of reference and towards specific objectives, in situations characterized by specific policies, practices, and precedents.	33% 38%	43% 50%	57% 66%
	F	Thinking within a general frame of reference toward objectives, in situations with some nebulous, intangible, or unstructured aspects.	38% 43%	50% 57%	66% 76%
	G	Thinking within concepts, principles, and broad guidelines toward the organization's objectives or goals; many nebulous, intangible, or unstructured aspects to the environment.	43% 50%	57% 66%	76% 87%
	H	Thinking within organization philosophy and/or natural laws and/or principles governing human affairs.	50% 57%	66% 76%	87%

ACCOUNTABILITY / DECISION MAKING
GENERAL: Accountability/Decision Making is the measurement of the degree to which a job is responsible for achieving results and the importance of those results to the organization. There are three components IN THE FOLLOWING ORDER OF IMPORTANCE:

- **FREEDOM TO ACT:** The degree to which a job, through delegation or empowerment, acts independently to achieve end results before seeking advice or direction as defined in the left-hand column of the next page.
- **IMPACT:** As defined.
- **MAGNITUDE:** The size, relative to the whole Public Service, of the unit or function most clearly affected by the decisions AND/OR recommendations of the job. The process for determining Magnitude is described in Measuring Accountability / Decision Making.

N.B. Magnitude and Impact must fit together; neither can be final or meaningful without being related to the other.

GOVERNMENT OF CANADA
EXECUTIVE GROUP

GUIDE CHART FOR EVALUATING

ACCOUNTABILITY / DECISION MAKING

IMPACT — The degree to which the job affects or brings about the results expected of the unit or function being considered.

INDIRECT (I) — Supportive and ancillary services, where activities are noticeably removed from final decisions and assistance is modified or merged with other support before the end result stage.

CONTRIBUTORY (C) — Interpretative, advisory or facilitating services, for use by others in taking action, which are influential and closely related to action or decisions by others OR measurable contribution, as a member of a team, in achieving end results.

SHARED (S) — Equal, joint, and significant control, with (usually only one) another position(s) (except own subordinates and superior), over the activities and resources which produce the results, OR control of what are clearly many (but not all) of the significant variables in determining results.

PRIMARY (P) — Controlling Impact — The position has effective control over the significant activities and resources which produce the results, and is the sole position (at its level of Freedom to Act) which must answer for the results.

		••• MAGNITUDE ➡	1. VERY SMALL				2. SMALL				3. MEDIUM				4. MEDIUM – LARGE				5. LARGE				6. VERY LARGE				7. LARGEST			
			(Constant Dollars)				(under $100K)				($100K to $1 Million)				($1 to $10 Million)				($10 to $100 Million)				($100 Million to $1 Billion)				($1 to $10 Billion)				(over $10 Billion)			
		•• IMPACT ➡	I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P
• FREEDOM TO ACT	D	These jobs are subject, wholly or in part, to practices and procedures covered by precedents or well-defined policies, supervisory review, usually after the fact.	38	50	66	87	50	66	87	115	66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460
			49	67	76	100	67	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528
			50	66	87	115	66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608
	E	These jobs, by their nature or size, are subject to broad practices and procedures covered by functional precedents and policies; achievement of a circumscribed operational activity; direction from well-defined objectives.	57	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700
			66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800
			76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920
	F	These jobs, by their nature or size, are broadly subject to functional policies and goals, managerial direction of a general nature.	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056
			100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216
			115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056	608	800	1056	1400
	G	These jobs, by reason of their size, independent complexity and high degree of effect on department results, are subject only to general guidance from top-most management.	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600
			152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056	608	800	1056	1400	800	1056	1400	1840
			175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600	920	1216	1600	2112

APPENDIX C1 – BENCHMARK INDEX BY FUNCTION

Executive Group

Program/Service Delivery to Canadians

		Know-How		Problem Solving		Accountability		Total	Profile
10-A-1	Vice-President, Operations	GIV3	1056	G4(66)	700	G4P	800	2556	A1
9-A-1	Assistant Deputy Minister / Regional Executive Head, Ontario	GIV3	920	G4(66)	608	G5P	920	2448	A3
8-A-1	Deputy Commissioner, Prairies	GIV3	800	G4(57)	460	G4P	700	1960	A3
7-A-1	Executive Director, Canada Business Service Centres	GIII3	700	F4(57)	400	F3P	460	1560	A1
7-A-2	Director General, Regional Operations	GIII3	700	F4(57)	400	F4P	528	1628	A2
6-A-1	District Director, Metropolitan Montreal	FIII3	608	F4(50)	304	F3P	350	1262	A1
6-A-2	Assistant Deputy Commissioner, Operations	FIII3	608	F4(50)	304	F2P	350	1262	A1
5-A-1	Regional Director, Health Products and Food	FIII3	528	F4(50)	264	F2P	304	1096	A1
4-A-1	Director, Human Resources Centre Canada	FIII3	460	E4(50)	230	E2P	230	920	0
4-A-2	Director, Housing and Equipment	FIII3	460	F4(50)	230	E3P	264	954	A1

Corporate Leadership to Programs/Services

		Know-How		Problem Solving		Accountability		Total	Profile
10-B-1	Assistant Deputy Minister, Claims and Indian Government	GIV3	1056	G4(66)	700	G6C	700	2456	0
9-B-1	Assistant Deputy Minister, Operations	GIV3	920	G4(66)	608	G4P	800	2328	A2
9-B-2	Assistant Commissioner, Operations and Programs	GIV3	920	G4(66)	608	G5C	608	2136	0
8-B-1	Assistant Deputy Minister, Oceans	GIII3	800	G4(57)	460	G3P	608	1868	A2
7-B-1	Director General, Primary Health Care and Public Health	GIII3	700	F4(57)	400	F3P	460	1560	A1
6-B-1	Director General, Interregional Interventions and Partnerships	FIII3	608	F4(57)	350	F2P	350	1308	0
5-B-1	Director, Trade Integration	FIII3	528	F4(50)	264	F4I	230	1022	P1
4-B-1	Director, Operations and Regional Coordination	FII3	460	E4(50)	230	E2P	230	920	0

Representing Canada's Interests Abroad

		Know-How		Problem Solving		Accountability		Total	Profile
10-C-1	Head of Mission	GIV3	1056	G4(66)	700	G7I	800	2556	A1
9-C-1	Vice-President, Asia	GIII3	920	G4(57)	528	G4P	700	2148	A2
7-C-1	Head of Mission / Ambassador	GIII3	700	F4(50)	350	F4C	350	1400	0
6-C-1	Counsellor / Program Manager, Political and Economic	FIII3	608	F4(50)	304	F5I	350	1262	A1
5-C-1	Program Manager, Immigration	FIII3	528	F4(50)	264	F2P	304	1096	A1
4-C-1	Director, Circumpolar Affairs	FII3	460	F4(50)	230	F1P	230	920	0

Intergovernmental

		Know-How		Problem Solving		Accountability		Total	Profile
10-D-1	Assistant Deputy Minister, Federal-Provincial Relations and Social Policy	GIV3	1056	G4(66)	700	G6C	920	2676	A2
7-D-1	Director General, Intergovernmental Affairs	GIII3	700	F4(57)	400	F6C	460	1560	A1
5-D-1	Director, Federal/Provincial/Territorial Relations	FIII3	528	F4(50)	264	E6I	230	1022	P1
4-D-1	Chief Negotiator	FIII3	460	E4(50)	230	E4C	230	920	0
4-D-2	Regional Director, Intergovernmental Affairs and Operational Policy	FII3	460	E4(50)	230	E2P	230	920	0

Safety of Canadians

		Know-How		Problem Solving		Accountability		Total	Profile
10-E-1	Senior Assistant Deputy Minister, National Security	GIV3	1056	G4(66)	700	G5C	700	2456	0
8-E-1	Executive Director, Pest Management Regulatory Agency	GIII3	800	G4(66)	528	G3P	608	1936	A1
8-E-2	Director General, Civil Aviation	GIII3	800	F4(57)	460	F3P	460	1720	0
7-E-1	Director General, Food	GIII3	700	F4(57)	400	F3P	460	1560	A1
6-E-1	Director, Environmental Assessment	FIII3	608	F4(50)	304	F5C	350	1262	A1
6-E-2	Regional Director, Civil Aviation, Atlantic Region	FIII3	608	F4(50)	304	F2P	350	1262	A1
4-E-1	Regional Director, National Crime Prevention Centre, B.C. Region	FII3	460	F4(50)	230	F3S	264	954	A1

Research

		Know-How		Problem Solving		Accountability		Total	Profile
10-F-1	Assistant Deputy Minister, Research	GIV3	1056	G4(66)	700	G4P	800	2556	A1
8-F-1	Director General, Bioproducts and Bioprocesses National Science Program	GIII3	800	F4(57)	460	F3P	400	1660	P1
7-F-1	Director General, Northern Forestry Centre	GIII3	700	F4(57)	400	F3P	460	1560	A1
6-F-1	Regional Director, Geological Survey of Canada (GSC) - Quebec	GII3	608	F4(50)	304	F2P	350	1262	A1
4-F-1	Manager, St. Lawrence Centre	FII3	460	E4(50)	230	E2P	230	920	0

Leading Projects

		Know-How		Problem Solving		Accountability		Total	Profile
7-G-1	Executive Director, Modern Comptrollership Initiative	GIII3	700	F4(57)	400	F7I	460	1560	A1
5-G-1	Director, Service Integration	FIII3	528	F4(50)	264	F2P	264	1056	0
4-G-1	Project Manager, Canadian Frigate Life Extension Project	FII3	460	F4(50)	230	E2P	230	920	0
4-G-2	Director, Seniors Cluster	FII3	460	F4(50)	230	F2P	264	954	A1

Public Service Direction and Services

		Know-How		Problem Solving		Accountability		Total	Profile
10-H-1	Assistant Deputy Minister, Real Property	GIV3	1056	G4(66)	700	G4P	800	2556	A1
10-H-2	Assistant Deputy Minister, International Trade and Finance	GIV3	1056	G4(66)	700	G7I	920	2676	A2
9-H-1	Chief Executive Officer, Translation Bureau	GIV3	920	G4(66)	608	G4P	700	2228	A1
8-H-1	Assistant Secretary, Senior Personnel and Special Projects	GIII3	800	F4(57)	460	F6C	608	1868	A2
8-H-2	Assistant Secretary to the Cabinet (Machinery of Government)	GIV3	800	G4(66)	528	F7C	608	1936	A1
7-H-1	Director General, Banking and Cash Management	GIII3	700	F4(57)	400	F4P	460	1560	A1
6-H-1	Director, Research, Strategic Planning and Policy Development	GIII3	608	F4(57)	350	F4C	304	1262	P2
5-H-1	Director, Internal Audit Policy and Special Reviews	FIII3	528	F4(50)	264	E6I	264	1056	0
4-H-1	Director, Seized Property Management	FII3	460	E4(50)	230	E3P	264	954	A1
4-H-2	Director, Central and Public Accounting	FII3	460	E4(50)	230	E2P	230	920	0

Policy and Planning

		Know-How		Problem Solving		Accountability		Total	Profile
10-I-1	Assistant Deputy Minister, Policy	GIV3	1056	G4(66)	700	G3P	700	2456	0
9-I-1	Assistant Deputy Minister, Policy	GIV3	920	G4(66)	608	G5C	608	2136	0
8-I-1	Director General, Strategic Policy Planning and Intergovernmental Relations	GIII3	800	F4(57)	460	F5C	460	1720	0
6-I-1	Director, Policy, Planning and Partnerships	FIII3	608	F4(50)	304	F4C	350	1262	A1
6-I-2	Director General, Policy and Planning	GIII3	608	F4(57)	350	F5C	400	1358	A1
5-I-1	Director, Policy and Initiatives	FIII3	528	F4(50)	264	F2P	264	1056	0
4-I-1	Director, Heritage Policy	FII3	460	E4(50)	230	E2P	230	920	0
4-I-2	Director, Strategic Operations Planning	FII3	460	F4(50)	230	F2P	264	954	A1
4-I-3	Director, Science Policy	FII3	460	E4(50)	230	E2P	230	920	0
4-I-4	Director, Strategic and Operational Planning	FII3	460	F4(50)	230	F3C	264	954	A1

Audit and Evaluation

		Know-How		Problem Solving		Accountability		Total	Profile
8-J-1	Director General, Audit and Ethics	GIII3	800	G4(57)	460	G5C	528	1788	A1
7-J-1	Director General, Audit and Evaluation	GIII3	700	F4(57)	400	F5C	400	1500	0
5-J-1	Director, Evaluation	FIII3	528	F4(50)	264	F4C	304	1096	A1
4-J-1	Director, Audit and Evaluation	FIII3	460	E4(50)	230	E5C	230	920	0
4-J-2	Director, Sector Operations Audit	FII3	460	E4(43)	200	E2P	200	860	0

Knowledge Management

		Know-How		Problem Solving		Accountability		Total	Profile
10-K-1	Assistant Deputy Minister, Information Management	GIV3	1056	G4(66)	700	G5P	920	2676	A2
9-K-1	Assistant Chief Statistician, Methodology and Informatics	GIV3	920	G4(66)	608	G4P	700	2228	A1
9-K-2	Executive Director, Departmental Information Products / Chief Information Officer	GIV3	920	G4(66)	608	G3P	700	2228	A1
7-K-1	Director General, Informatics	GIII3	700	F4(57)	400	F3P	460	1560	A1
7-K-2	Director General, Information Management and Technologies, and Chief Information Officer	GIII3	700	F4(57)	400	F3P	460	1560	A1
6-K-1	Director General, e-Government	FIII3	608	F4(57)	350	F5I	350	1308	0
5-K-1	Director, Telecommunications and Spectrum Engineering and Support	FIII3	528	F4(50)	264	E4P	304	1096	A1
4-K-1	Director, Information Management	FII3	460	E4(50)	230	E2P	230	920	0
4-K-2	Director, Business Systems	FII3	460	E4(50)	230	E2P	230	920	0

Communications and Public Engagement

		Know-How		Problem Solving		Accountability		Total	Profile
8-L-1	Assistant Deputy Minister, Communications and Consultations	GIV3	800	G4(57)	460	G3P	608	1868	A2
7-L-1	Director General, Communications	GIII3	700	F4(57)	400	F3P	460	1560	A1
5-L-1	Director, Communications Analysis and Policy Development	FIII3	528	F4(50)	264	E2P	230	1022	P1
4-L-1	Director, Public Affairs	FII3	460	E4(50)	230	E2P	230	920	0

Finance

		Know-How		Problem Solving		Accountability		Total	Profile
8-M-1	Corporate Comptroller	GIII3	800	G4(57)	460	G5C	528	1788	A1
7-M-1	Director General, Finance	GIII3	700	F4(57)	400	F5C	460	1560	A1
5-M-1	Director, Financial Management	FIII3	528	E4(50)	264	E5C	264	1056	0
4-M-1	Director, Financial Operations and Accounting Services	FII3	460	E4(50)	230	E2P	230	920	0

Human Resources

		Know-How		Problem Solving		Accountability		Total	Profile
8-N-1	Assistant Commissioner, Human Resources	GIII3	800	G4(57)	460	G3P	608	1868	A2
7-N-1	Director General, Human Resources	GIII3	700	F4(57)	400	F3P	460	1560	A1
6-N-1	Director General, Regional Civilian Human Resources Services	FIII3	608	F4(57)	350	F3P	400	1358	A1
6-N-2	Director General, Human and Corporate Services	GIII3	608	F4(57)	350	F2P	350	1308	0
4-N-1	Director, Civilian Human Resources Service Centre, National Capital Region	FIII3	460	E4(50)	230	E3P	264	954	A1
4-N-2	Regional Manager, Human Resources	FII3	460	E4(43)	200	E2P	230	890	A1

Management and Secretariat Services

		Know-How		Problem Solving		Accountability		Total	Profile
8-O-1	Assistant Commissioner, Corporate Services	GIV3	800	G4(57)	460	G5C	608	1868	A2
6-O-1	Director General, Corporate Management and Review	FIII3	608	F4(57)	350	F5C	350	1308	0
6-O-2	Director General, Resource Management	GIII3	608	F4(57)	350	F2P	350	1308	0
4-O-1	Director, Corporate Secretariat	FII3	460	E4(50)	230	E5I	230	920	0
4-O-2	Regional Director, Management Services (Ontario)	FII3	460	E4(50)	230	E3P	264	954	A1
4-O-3	Regional Manager, Finance and Administration	FII3	460	E4(43)	200	E2P	230	890	A1
4-O-4	Corporate Secretary	FII3	460	E4(43)	200	E2P	200	860	0

APPENDIX C2 – BENCHMARK INDEX BY LEVEL

Executive Group Position Evaluation Plan

EX-05

		Know-How		Problem Solving		Accountability		Total	Profile
10-D-1	Assistant Deputy Minister, Federal-Provincial Relations and Social Policy	GIV3	1056	G4(66)	700	G6C	920	2676	A2
10-H-2	Assistant Deputy Minister, International Trade and Finance	GIV3	1056	G4(66)	700	G7I	920	2676	A2
10-K-1	Assistant Deputy Minister, Information Management	GIV3	1056	G4(66)	700	G5P	920	2676	A2
10-A-1	Vice-President, Operations	GIV3	1056	G4(66)	700	G4P	800	2556	A1
10-C-1	Head of Mission	GIV3	1056	G4(66)	700	G7I	800	2556	A1
10-F-1	Assistant Deputy Minister, Research	GIV3	1056	G4(66)	700	G4P	800	2556	A1
10-H-1	Assistant Deputy Minister, Real Property	GIV3	1056	G4(66)	700	G4P	800	2556	A1
10-B-1	Assistant Deputy Minister, Claims and Indian Government	GIV3	1056	G4(66)	700	G6C	700	2456	0
10-E-1	Senior Assistant Deputy Minister, National Security	GIV3	1056	G4(66)	700	G5C	700	2456	0
10-I-1	Assistant Deputy Minister, Policy	GIV3	1056	G4(66)	700	G3P	700	2456	0
9-A-1	Assistant Deputy Minister / Regional Executive Head, Ontario	GIV3	920	G4(66)	608	G5P	920	2448	A3

EX-04

		Know-How		Problem Solving		Accountability		Total	Profile
9-B-1	Assistant Deputy Minister, Operations	GIV3	920	G4(66)	608	G4P	800	2328	A2
9-H-1	Chief Executive Officer, Translation Bureau	GIV3	920	G4(66)	608	G4P	700	2228	A1
9-K-1	Assistant Chief Statistician, Methodology and Informatics	GIV3	920	G4(66)	608	G4P	700	2228	A1
9-K-2	Executive Director, Departmental Information Products / Chief Information Officer	GIV3	920	G4(66)	608	G3P	700	2228	A1
9-C-1	Vice-President, Asia	GIII3	920	G4(57)	528	G4P	700	2148	A2
9-B-2	Assistant Commissioner, Operations and Programs	GIV3	920	G4(66)	608	G5C	608	2136	0
9-I-1	Assistant Deputy Minister, Policy	GIV3	920	G4(66)	608	G5C	608	2136	0
8-A-1	Deputy Commissioner, Prairies	GIV3	800	G4(57)	460	G4P	700	1960	A3
8-E-1	Executive Director, Pest Management Regulatory Agency	GIII3	800	G4(66)	528	G3P	608	1936	A1
8-H-2	Assistant Secretary to the Cabinet (Machinery of Government)	GIV3	800	G4(66)	528	F7C	608	1936	A1
8-B-1	Assistant Deputy Minister, Oceans	GIII3	800	G4(57)	460	G3P	608	1868	A2
8-H-1	Asstistant Secretary, Senior Personnel and Special Projects	GIII3	800	F4(57)	460	F6C	608	1868	A2
8-L-1	Assistant Deputy Minister, Communications and Consultations	GIV3	800	G4(57)	460	G3P	608	1868	A2
8-N-1	Assistant Commissioner, Human Resources	GIII3	800	G4(57)	460	G3P	608	1868	A2
8-O-1	Assistant Commissioner, Corporate Services	GIV3	800	G4(57)	460	G5C	608	1868	A2

EX-03

		Know-How		Problem Solving		Accountability		Total	Profile
8-J-1	Director General, Audit and Ethics	GIII3	800	G4(57)	460	G5C	528	1788	A1
8-M-1	Corporate Comptroller	GIII3	800	G4(57)	460	G5C	528	1788	A1
8-E-2	Director General, Civil Aviation	GIII3	800	F4(57)	460	F3P	460	1720	0
8-I-1	Director General, Strategic Policy Planning and Intergovernmental Relations	GIII3	800	F4(57)	460	F5C	460	1720	0
8-F-1	Director General, Bioproducts and Bioprocesses National Science Program	GIII3	800	F4(57)	460	F3P	400	1660	P1
7-A-2	Director General, Regional Operations	GIII3	700	F4(57)	400	F4P	528	1628	A2
7-A-1	Executive Director, Canada Business Service Centres	GIII3	700	F4(57)	400	F3P	460	1560	A1
7-B-1	Director General, Primary Health Care and Public Health	GIII3	700	F4(57)	400	F3P	460	1560	A1
7-D-1	Director General, Intergovernmental Affairs	GIII3	700	F4(57)	400	F6C	460	1560	A1
7-E-1	Director General, Food	GIII3	700	F4(57)	400	F3P	460	1560	A1
7-F-1	Director General, Northern Forestry Centre	FIII3	700	F4(57)	400	F3P	460	1560	A1
7-G-1	Executive Director, Modern Comptrollership Initiative	GIII3	700	F4(57)	400	F7I	460	1560	A1
7-H-1	Director General, Banking and Cash Management	GIII3	700	F4(57)	400	F4P	460	1560	A1
7-K-1	Director General, Informatics	GIII3	700	F4(57)	400	F3P	460	1560	A1
7-K-2	Director General, Information Management and Technologies, and Chief Information Officer	GIII3	700	F4(57)	400	F3P	460	1560	A1
7-L-1	Director General, Communications	GIII3	700	F4(57)	400	F3P	460	1560	A1
7-M-1	Director General, Finance	GIII3	700	F4(57)	400	F5C	460	1560	A1
7-N-1	Director General, Human Resources	GIII3	700	F4(57)	400	F3P	460	1560	A1

EX-02

		Know-How		Problem Solving		Accountability		Total	Profile
7-J-1	Director General, Audit and Evaluation	GIII3	700	F4(57)	400	F5C	400	1500	0
7-C-1	Head of Mission / Ambassador	GIII3	700	F4(50)	350	F4C	350	1400	0
6-I-2	Director General, Policy and Planning	GIII3	608	F4(57)	350	F5C	400	1358	A1
6-N-1	Director General, Regional Civilian Human Resources Services	FIII3	608	F4(57)	350	F3P	400	1358	A1
6-B-1	Director General, Interregional Interventions and Partnerships	FIII3	608	F4(57)	350	F2P	350	1308	0
6-K-1	Director General, e-Government	FIII3	608	F4(57)	350	F5I	350	1308	0
6-N-2	Director General, Human and Corporate Services	GIII3	608	F4(57)	350	F2P	350	1308	0
6-O-1	Director General, Corporate Management and Review	FIII3	608	F4(57)	350	F5C	350	1308	0
6-O-2	Director General, Resource Management	GIII3	608	F4(57)	350	F2P	350	1308	0
6-A-1	District Director - Metropolitan Montreal	FIII3	608	F4(50)	304	F3P	350	1262	A1
6-A-2	Assistant Deputy Commissioner, Operations	FIII3	608	F4(50)	304	F2P	350	1262	A1
6-C-1	Counsellor / Program Manager, Political and Economic	FIII3	608	F4(50)	304	F5I	350	1262	A1
6-E-1	Director, Environmental Assessment	FIII3	608	F4(50)	304	F5C	350	1262	A1
6-E-2	Regional Director, Civil Aviation, Atlantic Region	FIII3	608	F4(50)	304	F2P	350	1262	A1
6-F-1	Regional Director, Geological Survey of Canada (GSC) - Quebec	GII3	608	F4(50)	304	F2P	350	1262	A1
6-H-1	Director, Research, Strategic Planning and Policy Development	GIII3	608	F4(57)	350	F4C	304	1262	P2
6-I-1	Director, Policy, Planning and Partnerships	FIII3	608	F4(50)	304	F4C	350	1262	A1

EX-01

		Know-How		Problem Solving		Accountability		Total	Profile
5-A-1	Regional Director, Health Products and Food	FIII3	528	F4(50)	264	F2P	304	1096	A1
5-C-1	Program Manager, Immigration	FIII3	528	F4(50)	264	F2P	304	1096	A1
5-J-1	Director, Evaluation	FIII3	528	F4(50)	264	F4C	304	1096	A1
5-K-1	Director, Telecommunications and Spectrum Engineering and Support	FIII3	528	F4(50)	264	E4P	304	1096	A1
5-G-1	Director, Service Integration	FIII3	528	F4(50)	264	F2P	264	1056	0
5-H-1	Director, Internal Audit Policy and Special Reviews	FIII3	528	F4(50)	264	E6I	264	1056	0
5-I-1	Director, Policy and Initiatives	FIII3	528	F4(50)	264	F2P	264	1056	0
5-M-1	Director, Financial Management	FIII3	528	E4(50)	264	E5C	264	1056	0
5-B-1	Director, Trade Integration	FIII3	528	F4(50)	264	F4I	230	1022	P1
5-D-1	Director, Federal/Provincial/Territorial Relations	FIII3	528	F4(50)	264	E6I	230	1022	P1
5-L-1	Director, Communications Analysis and Policy Development	FIII3	528	F4(50)	264	E2P	230	1022	P1
4-A-2	Director, Housing and Equipment	FIII3	460	F4(50)	230	E3P	264	954	A1
4-E-1	Regional Director, National Crime Prevention Centre, B.C. Region	FII3	460	F4(50)	230	F3S	264	954	A1
4-G-2	Director, Seniors Cluster	FII3	460	F4(50)	230	F2P	264	954	A1
4-H-1	Director, Seized Property Management	FII3	460	E4(50)	230	E3P	264	954	A1
4-I-2	Director, Strategic Operations Planning	FII3	460	F4(50)	230	F2P	264	954	A1
4-I-4	Director, Strategic and Operational Planning	FII3	460	F4(50)	230	F3C	264	954	A1
4-N-1	Director, Civilian Human Resources Service Centre, National Capital Region	FIII3	460	E4(50)	230	E3P	264	954	A1
4-O-2	Regional Director, Management Services (Ontario)	FII3	460	E4(50)	230	E3P	264	954	A1
4-A-1	Director, Human Resources Centre Canada	FIII3	460	E4(50)	230	E2P	230	920	0
4-B-1	Director, Operations and Regional Coordination	FII3	460	E4(50)	230	E2P	230	920	0
4-C-1	Director, Circumpolar Affairs	FII3	460	F4(50)	230	F1P	230	920	0
4-D-1	Chief Negotiator	FIII3	460	E4(50)	230	E4C	230	920	0

4-D-2	Regional Director, Intergovernmental Affairs and Operational Policy	FII3	460	E4(50)	230	E2P	230	920	0
4-F-1	Manager, St. Lawrence Centre	FII3	460	E4(50)	230	E2P	230	920	0
4-G-1	Project Manager, Canadian Frigate Life Extension Project	FII3	460	F4(50)	230	E2P	230	920	0
4-H-2	Director, Central and Public Accounting	FII3	460	E4(50)	230	E2P	230	920	0
4-I-1	Director, Heritage Policy	FII3	460	E4(50)	230	E2P	230	920	
4-I-3	Director, Science Policy	FII3	460	E4(50)	230	E2P	230	920	0
4-J-1	Director, Audit and Evaluation	FIII3	460	E4(50)	230	E5C	230	920	0
4-K-1	Director, Information Management	FII3	460	E4(50)	230	E2P	230	920	0
4-K-2	Director, Business Systems	FII3	460	E4(50)	230	E2P	230	920	0
4-L-1	Director, Public Affairs	FII3	460	E4(50)	230	E2P	230	920	0
4-M-1	Director, Financial Operations and Accounting Services	FII3	460	E4(50)	230	E2P	230	920	0
4-O-1	Director, Corporate Secretariat	FII3	460	E4(50)	230	E5I	230	920	0

Below 920

		Know-How		Problem Solving		Accountability		Total	Profile
4-N-2	Regional Manager, Human Resources	FII3	460	E4(43)	200	E2P	230	890	A1
4-O-3	Regional Manager, Finance and Administration	FII3	460	E4(43)	200	E2P	230	890	A1
4-J-2	Director, Sector Operations Audit	FII3	460	E4(43)	200	E2P	200	860	0
4-O-4	Corporate Secretary	FII3	460	E4(43)	200	E2P	200	860	0

EXECUTIVE GROUP BENCHMARK

NUMBER: 10-A-1

POSITION TITLE: Vice-President, Operations

GENERAL ACCOUNTABILITY

Is accountable for providing corporate leadership for the development and implementation of strategies, approaches and programs to ensure that the Agency has the capacity to deliver a suite of services across the country consistently and effectively so as to facilitate the orderly movement of people and goods across international borders.

ORGANIZATION STRUCTURE

This is one of seven positions at the first managerial level reporting to the President. The others are Vice-Presidents of Admissibility and Recourse; Intelligence and Enforcement; Business Solutions and Information Technology; Strategic Direction Planning and Public Affairs; Human Resources; and Finance and Administration.

Specific functions of the positions reporting to the Vice-President, Operations, are:

Eight Regional Directors General, (Atlantic, Quebec, Northern Ontario, Fort Erie/Niagara, Windsor/St. Clair, Toronto, Prairie and Pacific) (total staff of 8,700) each of whom is responsible for developing and implementing approaches and processes to manage the integrated delivery of the Agency's suite of programs and services at all border crossing points in the assigned geographical area.

Director General, Programs and Operational Services, (staff of 50) is responsible for providing linkages between headquarters and the regions in identifying, defining and implementing key operational requirements and files; overseeing regional financial planning, analysis, support, and service delivery activities.

NATURE AND SCOPE

The Agency is responsible for managing the nation's borders by administering and enforcing domestic laws that govern trade and travel, and international agreements and conventions. The Agency brings together all the major players involved in facilitating legitimate cross-border traffic and supporting economic development while stopping people and goods that pose a potential risk to Canada.

It is within this context that the Vice-President, Operations, provides corporate leadership for ensuring that the Agency develops and implements national operational policies, approaches and programs that foster and promote consistency in the delivery of border services. The incumbent provides the operational focal point for the integrated delivery of all Agency programs and services. This responsibility requires the incumbent to provide an operational lens to corporate headquarters branches in the development of policy innovations and national protocols for program transfer, and strong functional direction to regional operations. In meeting the Agency's strategic objectives and operational goals, the incumbent is called upon to lead the development, implementation and monitoring of operational priorities and plans, service levels and cost-recovery practices required to ensure cost-effective delivery of border services. The incumbent plays a leadership role in establishing a risk assessment and risk management framework for the Agency and plays a key role in managing the Agency's response to national crisis situations in the context of its broader public safety and emergency preparedness (PSEP) portfolio obligations and responsibilities.

A significant challenge facing the Vice-President is to integrate a wide range of operational responsibilities delivered at over 1,300 service points across Canada and abroad. The incumbent is called upon to identify and address operational requirements and expectations from a broad range of communities of interest that include national organizations and associations, commercial importers and exporters, immigrants and visitors. The incumbent is called upon to address the issues raised by these communities of interest, in compliance with Canadian law and international agreements and conventions and respecting the often pressing time constraints raised by commercial and personal interests, while maintaining consistency and fairness in the delivery of Agency programs.

The Vice-President provides a corporate focal point for integrating operational requirements to meet the Agency's responsibilities with respect to the delivery of programs and services for partners within the PSEP portfolio, the entry of immigrants, and the development of strategies and approaches to deal with chemical, biological, radioactive and nuclear emergencies and crises at border points. The incumbent provides national leadership in developing effective liaison between corporate headquarters branches responsible for program and policy development and geographically dispersed regional operations responsible for delivering, monitoring and reporting on integrated Agency programs. The incumbent is also responsible for negotiating and implementing agreements with other federal departments and agencies, and with other levels of government within Canada and the United States with respect to these matters.

As an agent of change, the Vice-President is responsible for the development and implementation of management principles and practices that provide for clear accountabilities and interdependencies between headquarters and regional authorities. The incumbent is responsible for integrating the regional perspective into the Agency's strategic directions, policies and major projects, including

identifying and meeting portfolio and Agency operational requirements for priority items such as the Smart Border Initiative.

The Vice-President's representational responsibilities involve developing relationships with multiple stakeholders to discuss and resolve concerns and issues that cross several program areas or deal with national or inter-regional concerns. The incumbent represents the Agency and the federal position, policies and interests in areas of real or potential conflict with senior public and private sector representatives.

The Vice-President provides the President, senior officials and the Minister with authoritative, informed advice on national delivery of the Agency's programs and serves as the key advisor to the Executive Committee on all regional operational issues. The incumbent establishes and manages the national operational monitoring, measurement and reporting regime to address the Agency's responsibilities, ensuring the establishment of an evaluative capacity to report on the progress of programs and to make immediate adjustments to program delivery, as required, while ensuring prudence and probity in the management of public resources.

The Vice-President plays a key role in melding diverse organizational cultures into one service delivery Agency, and plays a leadership role in resolving contentious labour and other human resource management issues.

DIMENSIONS (Constant Dollars)

FTEs:	8,760
Operating budget:	$77.9 million

Staff operate approximately 1,370 service points across Canada and in nearly 40 locations abroad, serving some 170,000 commercial importers and more than 98 million travellers each year.

SPECIFIC ACCOUNTABILITIES

1. Provides corporate leadership for developing and implementing strategies, approaches and initiatives to ensure the integrity of the Agency's service delivery function at all border crossing service points across the country.

2. Provides the President, senior officials and the Minister with authoritative, informed advice on regional delivery of the Agency's programs and services with respect to the Agency's operational capacity for meeting portfolio responsibilities and obligations.

3. As an agent of change, ensures the implementation of priorities and plans, as well as the allocation and expenditure of resources and the

establishment of service levels and cost-recovery goals to enhance the Agency's capacity to meet its strategic directions and operational goals.

4. Provides leadership and coordination for the delivery of regional programs and services to ensure consistency and effectiveness across all service delivery points; ensures that the regional perspective is considered in the development of corporate and program policies and procedures.

5. Establishes protocols with other corporate responsibility areas to ensure effective transfer of program and policy innovations to regional operations; negotiates and manages agreements with other federal departments and agencies and with other levels of government and the United States to deal with chemical, biological, radioactive and nuclear emergencies and crises at all border crossing points.

6. Acts as a conduit for regional issues and interests and ensures that these are considered to be an integral component to the development of all Agency policy frameworks and individual policies.

7. Provides Agency leadership in establishing an evaluative capacity to report on the progress of programs and make immediate adjustments to program delivery, as required, and in building a risk assessment and risk management capacity within the Agency.

EVALUATION RATIONALE

Vice-President, Operations

KNOW-HOW

G Mastery of legislation, policy and programs affecting border service operations; in-depth knowledge of the interrelationships between the Agency and the PSEP portfolio, other federal, provincial and international stakeholders' and partners' policies and programs to address inter-jurisdictional concerns and issues and contribute to consistent and effective management of the nation's borders.

IV Coordinates the integration of a wide range of program delivery functions; sets operational priorities and develops plans to ensure national consistency at Canadian and international service points.

3 Successful achievement of objectives requires the incumbent to integrate diverse organizational cultures into a cohesive service delivery organization; build relationships across the Agency and the portfolio to ensure that regional issues are represented; and build relationships with multiple commercial and governmental stakeholders.

1056 The high number reflects the expertise required to manage a large decentralized operational organization delivering multiple programs and the leadership skill required to resolve contentious issues involving multiple organizations across the Agency and the portfolio with conflicting priorities and perspectives.

PROBLEM SOLVING / THINKING

G Thinking within generally defined Agency program policies and objectives to develop national consistency in the operational delivery of a wide range of programs and services.

4 Significant analytical, interpretative, evaluative and constructive thinking is required to respond to conflicting operational requirements, develop national operational priorities and establish accountability frameworks.

(66) 700 The high percentage reflects the challenges associated with integrating a wide range of programs and services into a cohesive national operational delivery approach that meets Agency needs in a consistent and effective manner.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the President, the incumbent is subject to general guidance and direction and develops national delivery strategies and priorities. Headquarters corporate branches develop programs for regional implementation. The incumbent participates as a member of the Executive Management Committee and contributes to the formulation of departmental objectives, policies and plans.

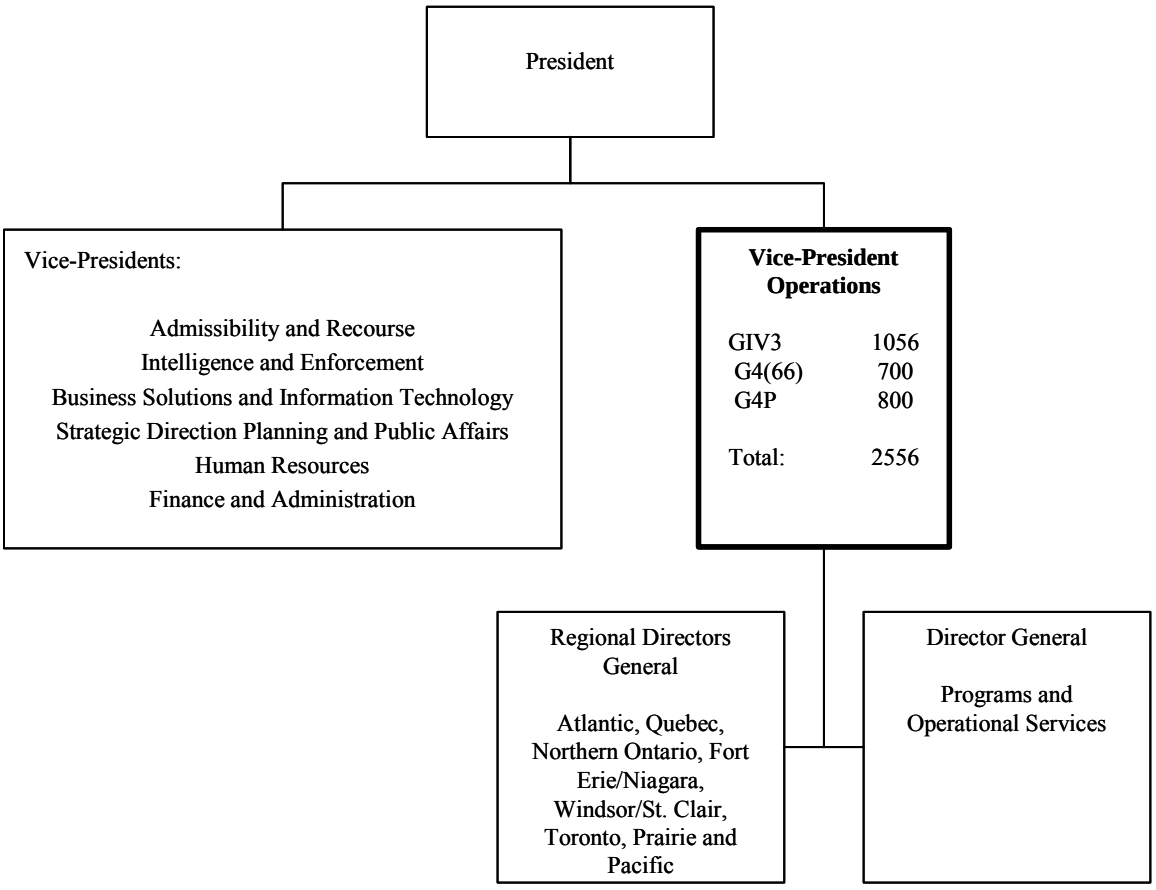
4P Primary impact on the national delivery of Agency programs and services. The proxy selected to represent these activities is the Branch budget of $77.9 million (constant).

800 Reflects the position's decision-making authority for planning and managing national delivery activities, and the overall contribution to the achievement of Agency objectives.

SUMMARY

GIV3	1056	G4(66)	700	G4P	800	=	2556	A1

VICE-PRESIDENT
OPERATIONS
NUMBER: 10 – A – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 9-A-1

POSITION TITLE: Assistant Deputy Minister / Regional Executive Head, Ontario

GENERAL ACCOUNTABILITY

Is accountable for the overall integrated regional delivery of programs and services for two departments; for leading the implementation of central agency initiatives and strategies affecting the Region; for acting as a change agent for the Region; for directing the development and implementation of forward-looking and holistic strategies, policies, management frameworks, programs and processes; for overseeing, both directly and through partnership, co-management and other third-party service delivery arrangements; for establishing the performance measurement and accountability frameworks for all involved delivery agents; and for creating and strengthening intergovernmental relations and partnerships in the Region.

ORGANIZATION STRUCTURE

The position is 1 of 18 positions at the first managerial level reporting to the Deputy Minister (DM). The others are Assistant Deputy Minister (ADM), Strategic Policy and Planning; ADM, Employment Policy and Program Design; ADM, Employment Insurance Operations; ADM, Employment Program Operations; ADM, Workplace Skills Development; ADM, Labour and Homelessness; ADM, Learning; ADM, Communications and Ministerial Affairs; and the 9 other Regional Executive Heads (REHs) of British Columbia and Yukon, Alberta, Saskatchewan, Manitoba, Quebec, New Brunswick, Nova Scotia, Prince Edward Island and Newfoundland.

Specific functions of the management positions reporting to the ADM/REH, Ontario, are as follows:

Associate Regional Executive Head (staff of 60) is responsible for providing operational support to the ADM/REH in the development and ongoing relevance of the two departments' corporate visions, strategic agendas, business priorities and policy and service delivery frameworks; and for acting for the ADM as needed.

Three Directors General, Service Delivery, (total staff of 3,512) are responsible in their respective sub-regional geographical zones for facilitating activities that encourage field staff to conform to the departmental culture and management philosophy and to implement a citizen-centred Service Delivery Network (SDN) and other innovative business applications; for representing national and regional

corporate priorities and initiatives; and for being the channel for the effective advocacy of the affiliated Human Resource Centres of Canada.

Director General, Programs and Services, (staff of 461) is responsible for developing and implementing labour market adjustment interventions, including counselling, labour exchange, human resources planning, training, employment development, community capacity building and income support; for negotiating federal-provincial Labour Market Development Agreements; for fostering increased public, private and voluntary sector partnerships and joint ventures; for managing the Region's Employment Insurance (EI) activities, including the investigation and control of fraudulent claims and the various adjustment and development programs; for delivering Fire Protection Engineering Services and Injury Compensation under Parts II and III of the Canada Labour Code; and for managing Aboriginal partnerships in the labour market section of the homelessness and disabilities files.

Director General, Income Security Programs (ISP), (staff of 1,215) is responsible for managing the delivery of the Old Age Security (OAS) and Canada Pension Plan (CPP) programs for the Region; for leading the provision of input to the corporate ADM, ISP, on developing new national policies and programs and on specific operational approaches; and for taking the leadership role for the Region in developing policy to address issues related to an aging society.

Director General, Finance, Administration and Information Technology; Director, Human Resources; and Director, Communications, (total staff of 425) each is responsible for planning, directing, monitoring and evaluating the delivery of assigned regional corporate management programs and services; for liaising with internal clients and external service providers; for conducting representational activities with clients, stakeholders and partners; and for consulting with the corporate functional authorities to process non-delegated transactions, to represent the Region's interests and to ensure input to and consistency with national policies and standards.

NATURE AND SCOPE

The organization is accountable for regional and local delivery of all programs and services of two distinct departments involved in socio-economic and other fields related to optimal employment and social and economic development of Canada's human resources capital through labour market and social programs and activities, workplace skills development, lifelong learning and income benefits and security.

The ADM/REH provides a regional leadership role for the delivery of both departments' programs and services to and with clients, stakeholders and partners at the regional and local levels, with accountability to the DMs and the management committees of the two client departments. The incumbent provides

strong support on regional and national issues and plays a challenging management role in fulfilling the corporate visions, business lines and programs of the two departments.

The ADM/REH addresses corporate issues facing both departments and balances their respective service delivery mandates. The incumbent provides regional perspective in determining optimal strategic directions, policies, plans and priorities for each department and in resolving policy and program issues. The ADM/REH leads the resolution of Region-specific issues that have corporate implications and provides authoritative support to the Ministers and their respective Deputy Heads, and to Cabinet and federal and provincial elected officials. The incumbent assumes a corporate leadership role with respect to national or cross-regional files, and policy, program, administrative or operational issues specifically assigned to him or her by the Minister, the DM or the Management Board of one or both client departments. As such, the incumbent chairs national committees and working groups, leads major special projects and participates in national or inter-regional studies led by other ADMs and REHs.

The ADM/REH provides leadership to bring both departments' corporate visions alive in the Region and to make them an integral part of the Region's overall service delivery orientation, frameworks and processes. The incumbent directs the development of coordinated and cohesive forward-looking plans, policies and processes that reflect corporate, strategic and operational goals for the integrated delivery of the departments' programs and services and ensures a coordinated response to the human resources development needs of clients, stakeholders and partners, as well as to the social and economic goals of the government.

Due to the relative size and importance of the programs and resource allocations in the Region, the ADM/REH is a major player in coordinating the federal effort in the Region and plays a key role on the Federal Regional Council. The Council operates under the guidance of the Privy Council Office, which places a strong emphasis on federal program integration and harmonization at the national and regional levels. The incumbent often chairs the Council, or acts in an executive capacity, and is called to lead projects that produce cohesiveness in federal policy orientations and strategies and in the delivery of federal programs in the Region.

The ADM/REH must ensure that the social development priorities and objectives of both departments are harmonized with those of provincial, territorial, municipal and Aboriginal government concerns within the Region's strategic vision and business plans. This is a key role for the incumbent, because the mandates of both departments designate them as the federal points of contact with other levels of government, and because both cover policy and program areas affecting their jurisdictions.

The ADM/REH faces a continuing challenge to balance and harmonize the service delivery mandates of both departments. The incumbent guides the development of new policy and program regimes and service delivery,

performance measurement and accountability frameworks, which often involve other external partners and service providers. The incumbent negotiates bilateral agreements with the provinces, territories, municipalities and Aboriginal governments or bands in the Region and recommends strategies on related initiatives, issues and evolving relations. The incumbent formulates and implements evolving intergovernmental relations with regard to national human resources and social development systems in the Region and has a major impact on the federal linkage with these levels of government.

This role is gaining prominence and complexity as a result of ongoing devolution, co-management and Alternative Service Delivery (ASD) arrangements with other levels of government and other key partners and stakeholders in the Region. These responsibilities must be conducted authoritatively, because both departments have an enormous impact on the provincial, municipal and Aboriginal government or band society and economy concerned, because their programs supply a major share of revenues, support the income security of citizens, indirectly stabilize their economies and affect important areas of these partners' and stakeholders' jurisdictions and activities.

The incumbent provides regional leadership in developing working relationships and in negotiating agreements, partnerships and co-locations; in arranging cooperation and capacity building; and in coordinating policies and programs with a variety of public, private and voluntary sector parties. The incumbent harmonizes the program orientation, as well as the resource and expenditure planning and implementation of all involved parties; resolves conflicts; and provides the Region's support to organizations that support the government's strategic socio-economic priorities and goals. The incumbent develops, negotiates and directs the implementation of strategies and initiatives that encourage the harmonization of often conflicting objectives and positions with provincial, territorial, municipal and Aboriginal governments or organizations, private sector businesses, labour entities and voluntary sector agencies.

The ADM/REH directs ongoing improvements of delivery mechanisms and processes to maximize the outreach and service capacity of both departments, and establishes the performance measurement frameworks for third-party delivery agents. The ADM/REH oversees the strategic orientation and development of changes to existing SDNs, and interfaces with the corporate Branches to ensure consistency with corporate priorities and plans. The incumbent ensures that SDNs respond to the needs of regional clients, stakeholders and partners and that they support cohesive and integrated programming across all business lines, including labour, employment, labour market, income security, social development and education and learning. The incumbent also identifies needs in developing leading-edge technological support and information products and systems to optimize the service delivery capacity; to facilitate work activities; and to enhance the interface with clients, stakeholders and partners.

The ADM/REH is the direct link between the respective DMs and all activities in the Region and consults with corporate and program ADMs and with other ADM/REHs on issues of mutual concern and interest. The incumbent advises on major regional issues and plays a major representational role with federal, provincial, municipal and Aboriginal officials on issues involving these levels of government. As the federal manager responsible for the probity, effectiveness and efficiency of program and service delivery, the incumbent interfaces with new partners in devolution, co-management and ASD arrangements.

The ADM/REH is a member of the Senior Management Committee, the National Management Board and joint committees. The incumbent advises on regional program issues, major national and federal-provincial consultations and representational activities, such as Cabinet and parliamentary committees and First Ministers' Conferences. The ADM/REH is the primary regional liaison for coordinating with a variety of provincial, municipal, community and Aboriginal leaders and officials, Chief Executive Officers and business, labour, non-governmental and voluntary leaders.

DIMENSIONS (Constant Dollars)

FTEs:	5,679
Operating budget:	$48 million
Labour market programs:	$115 million
Program payouts:	
EI:	$611 million
OAS:	$1.5 billion
CPP:	$1.75 billion

SPECIFIC ACCOUNTABILITIES

1. Manages the delivery and integration of the policies, programs and services of both departments in the Region, balancing the departments' and the Region's priorities and objectives; oversees the probity and integrity of the management of allocated departmental assets and resources; and establishes associated performance measurement and accountability frameworks.

2. Advocates and negotiates the federal priorities, positions and interests of the departments with officials of other government departments (OGDs); agencies; provincial, territorial, municipal and Aboriginal governments; non-governmental and voluntary organizations; and communities. He or

she acts as a catalyst to harmonize the strategic orientations, program applications and resource efforts of partners and other organizations involved in integrated service delivery arrangements in the Region.

3. Develops, directs and monitors the management, accountability and reporting frameworks required to foster and maintain working agreements with a variety of private, public, voluntary and non-governmental sector organizations, including devolution, co-management, co-location, partnership and ASD arrangements; provides authoritative recommendations to the program branches of both departments to commit them to action; and oversees the reporting to Parliament and to the public on shared implementation activities.

4. Provides a strong and key federal presence in the Region; plays an integrative role in harmonizing federal strategies and priorities and in developing new public administration machinery to enhance holistic federal policy and program delivery in the Region.

5. Establishes and maintains strong linkages and partnerships with senior management in the program branches of both departments to alert them to any sensitive issues, to provide input on regional issues identified through service delivery activities, to provide strategic and innovative options on operational delivery issues, to report on discrepancies associated with the risk management framework and to ensure that the Region's requirements and priorities are considered in all areas of program design and implementation.

6. Leads special and pilot projects of national, inter-regional and interdepartmental significance to address issues and requirements, such as the relevance and effectiveness of programs; to gather local and regional economic and social information; to develop, test and validate program parameters and accountabilities in the Region; and to develop position papers on specific regional issues.

7. Provides expert advice affecting the Region or having corporate implications; participates on Management Board and in various cross-departmental committees; and contributes to the corporate strategic vision, policy and business priorities and overarching management processes and frameworks of both departments.

EVALUATION RATIONALE

Assistant Deputy Minister/Regional Executive Head, Ontario

KNOW-HOW

G Mastery of socio-economic theories and principles and related fields on the optimal employment and social and economic development of national human resources capital. Mastery of provincial labour market, employment, workplace skills, health and safety, employer-employee relations, employment equity, occupational and career development, Aboriginal socio-economic development, employment benefits, lifelong learning, youth employment, human resources partnerships, social development, disability and rehabilitation, income security and community, family and child development. Extensive policy and program development, business, executive and management expertise and skills. Thorough understanding of the divergent agendas and positions of clients, stakeholders and partners involved in the Region's sphere of programs and activities.

IV Conceptual coordination and operational management of a large and dispersed Region with diversified policy and program issues, operational program and service delivery, corporate management challenges and clientele, and of the Region's partnership and ASD initiatives with OGDs and other provincial client, stakeholder and partner organizations.

3 Successful achievement of objectives requires the incumbent to lead changes in the Region's service delivery orientations, to represent the Region with the DMs and ADMs of both departments, and to gain the input and acceptance of clients, stakeholders and partners.

920 The mid-range number is representative of the multiple major program and service delivery roles of the position in a large and highly operationally dispersed region.

PROBLEM SOLVING / THINKING

G Thinking is done within broad policies, goals, priorities and service delivery support needs of the two departments and the macro-strategic agenda, in devising leading-edge approaches monitored by other levels of government and private and voluntary sector organizations for possible application in their jurisdictions.

4 Analytical, evaluative and constructive thinking is required to integrate socio-economic contexts with legislative, policy, program and service delivery frameworks, and to develop consensus at various corporate committees with other levels of government and with private, public and voluntary sector organizations.

(66) 608 High percentage reflects the magnitude and composition of the client bases; the complexity of the policy, program delivery and federal-provincial relations aspects of the portfolio; and the challenge of managing multi-faceted program and service delivery in a large, diversified and geographically dispersed region.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the DM of both departments, operates within general priorities with substantial independence in negotiating program and service delivery agreements and modus operandi with provincial, regional, private and voluntary sectors and interest groups.

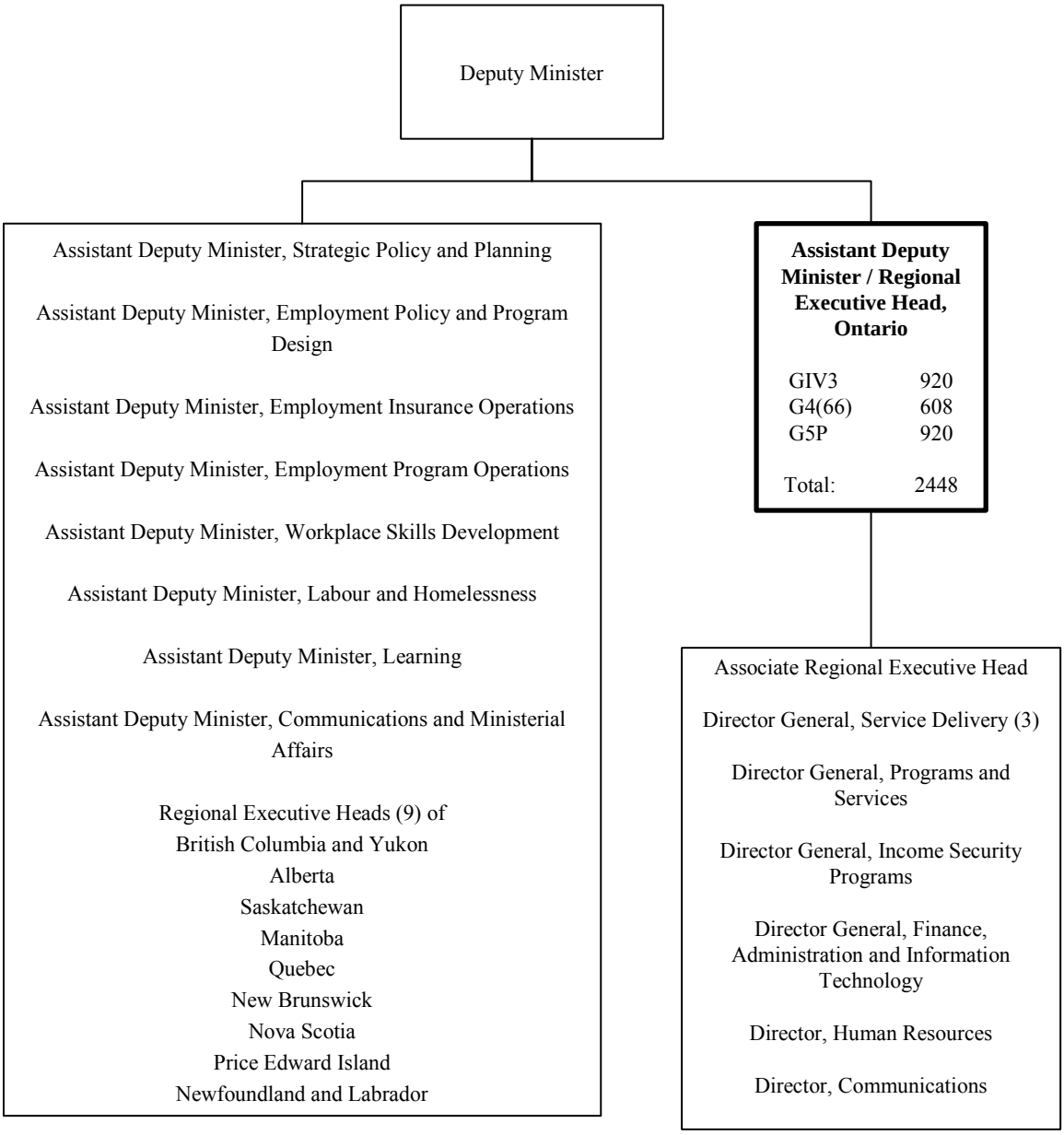
5P The position has a primary impact on the service delivery and associated operating resources of the Region. The proxy selected is the regional operating and program expenditures budgets totalling $163 million (constant).

920 The number selected reflects the size of the proxy, the latitude of the incumbent in representing the departments and in determining regional objectives and priorities, and the influence on federal program disbursements in the Region.

SUMMARY

GIV3 920 G4(66) 608 G5P 920 = 2448 A3

ASSISTANT DEPUTY MINISTER /
REGIONAL EXECUTIVE HEAD, ONTARIO
NUMBER: 9 – A – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-A-1

POSITION TITLE: Deputy Commissioner, Prairies

GENERAL ACCOUNTABILITY

Is accountable for developing and implementing the Service's operations in the Prairies Region to actively encourage and assist offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

ORGANIZATION STRUCTURE

This is 1 of 15 positions at the first managerial level reporting to the Commissioner. The others are Senior Deputy Commissioner; four other Regional Deputy Commissioners (Atlantic, Quebec, Ontario and Pacific); Deputy Commissioner, Women; Assistant Commissioner, Operations and Programs; Assistant Commissioner, Performance Assurance; Assistant Commissioner, Communications; Executive Director, Corporate Secretariat; Assistant Commissioner, Corporate Services; Assistant Commissioner, Human Resources; Assistant Commissioner, Policy, Planning and Coordination; and Senior General Counsel.

Specific functions of the positions reporting to the incumbent are as follows:

Assistant Deputy Commissioner, Operations, (staff of 52) is responsible for the efficient and effective direction of regional operations and programs that affect inmates and parolees.

Assistant Deputy Commissioner, Corporate Services, (staff of 66) is responsible for providing leadership in developing and delivering regional corporate services (financial and materiel management, human resources, facilities and accommodation, information management and electronic information technologies).

Thirteen (13) Institutional Wardens / Executive Directors (combined staff of 2,700), each is responsible for managing the operation of federal correctional facilities providing security (minimum, medium and maximum) and for delivering a wide variety of correctional programs to approximately 3,500 offenders to prepare them for release into society as law-abiding citizens of the community.

Four (4) District Directors (combined staff of 280), each is responsible for managing the supervision of community corrections (approximately 1,600 offenders conditionally released) in their respective geographic area.

Director, Operations CORCAN, (staff of 6) is responsible for developing and delivering the regional offender employment and skills development program; for developing certification agreements with colleges; and for developing marketing opportunities for products.

Regional Administrator, Performance Assurance, (staff of 4) is responsible for reviewing, reporting and recommending improvements to achieve Service and regional goals and objectives.

Regional Administrator, Communications and Executive Services, (staff of 4) is responsible for providing executive staff support to the Deputy Commissioner and for directing communications program activities, including media, public relations and public consultation.

Regional Infectious Disease Coordinator is responsible for developing regional policies, procedures, standards and guidelines to protect the health of offenders and departmental staff in response to the high number of offenders who have, or have been exposed to, infectious diseases.

NATURE AND SCOPE

CSC, as part of the criminal justice system and respecting the rule of law, contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

CSC operates under three levels of management: national, regional and institutional / district parole office. National headquarters in Ottawa performs overall planning and policy development, while each of the five regional offices implements departmental activities in facilities in its respective region.

The Deputy Commissioner, Prairies, assumes primary responsibility for the administration of sentences and the protection of the public within the Region. The Deputy Commissioner manages the organization by adapting national plans and programs to meet unique regional needs, developing and implementing regional objectives, plans and priorities that enhance the overall effectiveness of the organization within the framework of the Corrections and Conditional Release Act and Regulations, and legislation respecting privacy, human rights, etc., as well as the Department's mission statement, core values, guiding principles, commissioner's directives, and operating standards.

A major challenge facing the Deputy Commissioner is to ensure consistent quality of service to incarcerated and conditionally released offenders across a vast geographic area. The incumbent oversees the 24-hour operation of multiple classes of institutions, parole districts and highly specialized facilities, such as the Psychiatric Centre, which is jointly managed with the Province of Saskatchewan. The incumbent ensures operational and administrative effectiveness through

inspections and performance reviews and direct intervention to resolve problems as they emerge. The incumbent ensures the ongoing cooperation of police agencies and the military to ensure adequate responses to crisis situations.

The evolving needs of the offender population present significant challenges to the Deputy Commissioner in managing the delivery of regional operations, such as the aging offender population and the associated medical services. Modernizing programs to address specific offender community needs, such as Aboriginal initiatives, women offender programs, greater mobility of Canadians and the associated increase in international transfer of offenders, provides additional challenges for the incumbent. Improved programs for victims present another growing client group, which needs to be consulted. In this demanding environment, operational decisions made by the incumbent are coming under scrutiny more and more, resulting in court challenges by offenders under the Canadian Charter of Rights and Freedoms.

The Deputy Commissioner participates as a decision-making member of the CSC Executive Committee and provides comments, critical advice and expertise in the identification, development and implementation of priorities, plans, policies and operating standards. The incumbent also chairs the Regional Management Committee and controls regional policy and direction.

The Deputy Commissioner meets with senior officials of other government departments, such as the National Parole Board and Citizenship and Immigration Canada, to address common concerns. The Prairies Region provides departmental services across three provinces and two territories, which requires the Deputy Commissioner to develop and maintain cooperative working relationships, to negotiate federal-provincial exchanges of service agreements and to resolve policy issues. The incumbent negotiates a diverse range of specialized agreements with non-governmental organizations to support the operational needs of the Region, including the affiliation agreement for the University of Saskatchewan's participation in the secure forensic Psychiatric Centre. The Deputy Commissioner also participates in regional meetings with the union, with citizens' advisory committees and with volunteers to solicit input or support in the identification, development or implementation of programs and services.

DIMENSIONS (Constant Dollars)

FTEs:	3,145
Regional budget:	$65.6 million

There are approximately 3,500 offenders incarcerated at any given time and 1,600 offenders under supervision in the community on conditional or mandatory release programs.

SPECIFIC ACCOUNTABILITIES

1. Develops plans, policies and strategic direction for the Prairies Region, in keeping with the mission and applicable legislation, regulations and corporate direction.

2. Provides advice and support to the Commissioner and the Executive Committee on the management and direction of the Department.

3. Ensures operational effectiveness through frequent inspections, performance reviews and timely interventions when problems emerge.

4. Directs the negotiation, development, implementation and evaluation of federal-provincial cooperative ventures, including exchange of service agreements.

5. Promotes the aims, objectives and achievements of CSC to, among others, the public, other federal agencies, provincial governments, municipalities, universities and private agencies through a wide range of speaking engagements, meetings and events.

EVALUATION RATIONALE

Deputy Commissioner, Prairies

KNOW-HOW

G Mastery of the legislative framework, government and CSC policies and priorities related to incarceration and rehabilitation, conditional release, criminal justice and criminal cultural diversity; in-depth professional knowledge of the interrelationships between federal and provincial policies, priorities and programs and the priorities and programs of criminal justice systems partners.

IV Conceptual and operational leadership and coordination of significant and diverse programs and services across a large geographic area.

3 Successful achievement of results requires working cooperatively with national headquarters staff on all aspects of departmental policies and programs delivered at the regional level, representing federal interests in areas of real or potential conflict with senior representatives of public and private sector organizations, as well as ensuring that regional staff are motivated to achieve results.

800 Low number reflects the breadth of managerial expertise required to deliver major programs, recognizing the corporate role in developing CSC-wide policies and programs and the tendency of the programs to be related.

PROBLEM SOLVING / THINKING

G Thinking is guided by CSC's mission and corporate objectives, as well as by general objectives set by the Commissioner. The Deputy Commissioner adapts national programs and services to meet regional needs.

4 Analytical and creative thinking is required to provide the regional perspective at the executive level, to participate in developing CSC-wide plans and priorities and to resolve problems arising in the Region.

(57) 460 Solid percentage reflects the challenges associated with developing regional operational and administrative goals and objectives and with managing the adaptation of national programs to meet regional needs.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Commissioner, is subject to general guidance and direction and manages the delivery of programs and services developed at the corporate level.

4P The position is responsible for the delivery of regional programs and services and for their effective management and administration. The proxy selected to represent these responsibilities is the regional budget of $65.6 million (constant).

700 The lower number reflects the impact of functional policies and goals on the position's freedom to act.

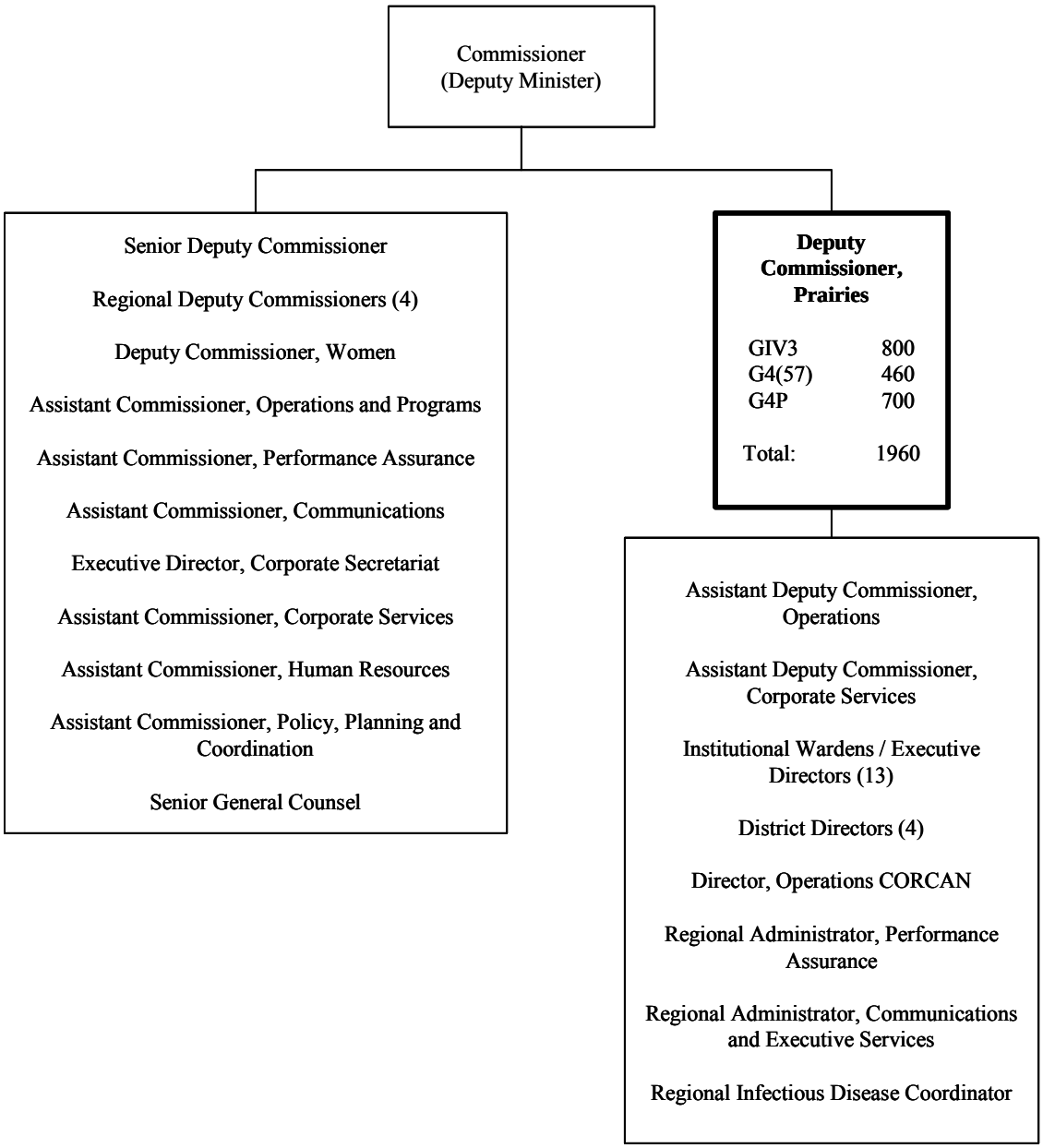
SUMMARY

GIV3	800	G4(57)	460	G4P	700	=	1960	A3

DEPUTY COMMISSIONER

PRAIRIES

NUMBER: 8 – A – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-A-1

POSITION TITLE: Executive Director, Canada Business Service Centres

GENERAL ACCOUNTABILITY

Is accountable for providing executive leadership in advancing the government's agenda on connectedness through the development and management of a national network of Canada Business Service Centres (CBSCs) and the Student Connection Program (SCP); and for developing and managing innovative working relationships with a variety of partners and stakeholders within the Department, central agencies, other federal departments and entities, such as Service Canada, and provincial departments and agencies within the context of the Government On-Line (GOL) initiative to enhance the capacity of the government to serve Canadian business using advanced technologies.

ORGANIZATION STRUCTURE

This is one of five executive positions reporting at the second managerial level to the Chief Information Officer. The others are Director General, Information Management and Business Services; Director General, Infrastructure Services; Director General, GOL, Policy and Planning; and Director General, Client Services.

The Executive Director, Canada Business Service Centres, exercises general managerial authority delegated by the Assistant Deputy Minister (ADM) Committee of Managing Partners made up of ADMs from Industry Canada (IC), the Western Economic Diversification Agency (WED), Canada Economic Development (CED) for Quebec Regions and the Atlantic Canada Opportunities Agency (ACOA).

Specific functions of the positions reporting to the Executive Director are as follows:

Manager, Planning and Partnership Development, (staff of 6) is responsible for developing and implementing strategies, approaches and initiatives to develop and maintain productive working relationships with partners, such as Team Canada Inc., the Aboriginal Business Service Network (ABSN) and Public Works and Government Services Canada; developing and monitoring the implementation of national plans, specifications, operating guidelines and services standards for the CBSCs; and providing secretariat support to the ADM Committee of Managing Partners and the Operations Committee.

Manager, Information Technology and Planning, (staff of 12) is responsible for planning, coordinating and implementing national information technology projects to support and enhance the CBSC network; providing ongoing design, maintenance, advice and help desk support; providing ongoing design support and maintenance of the national Internet presence; and providing secretariat support to a number of technical committees.

Manager, Information Products, (staff of 17) is responsible for managing the development, update and maintenance of the information products suite; addressing information product policy issues; providing secretariat support to a number of information management committees; and providing the linkages with the GOL initiative.

Manager, New Product Development and Student Connection Program, (staff of 4) is responsible for directing projects to design, develop and introduce new products to enhance the capacity of the network to assist Canadians in obtaining business information using advanced technologies; and managing the Student Connectedness Program.

NATURE AND SCOPE

The Department is mandated to foster Canadian business development, fair and efficient markets and Canadian competitiveness and economic growth by integrating key levers of economic development, providing strategic intelligence and analysis to business, regulating trade, reducing internal barriers to trade and increasing productivity and competitiveness while protecting the interests of consumers.

The CBSC initiative is the result of cooperative arrangements among 36 federal business-related departments, along with provincial government departments and the private sector, associations and academic and research communities. They serve as a single access point for information and for reliable referrals to appropriate experts or program delivery points to help entrepreneurs and small business obtain quick, accurate and comprehensive business information.

Within this context, the Executive Director provides corporate leadership, through the authorities delegated by the ADM Committee of Managing Partners, for the development, implementation and strategic management of the CBSCs as a national network comprising 13 CBSCs (one in every province and territory). The network includes 340 regional access sites, a 1-800 service on behalf of Trade Team Canada and 200 sites for the ABSN. In cooperation with the managing partners, WED manages the centres in the western and prairie provinces; IC manages the centres in Ontario, the Yukon Territory and the Northwest Territories; CED manages the Quebec centres; and ACOA manages the centres in the Atlantic region.

The Director develops and implements strategies and approaches to increase the network's capacity to play a leadership role in GOL and Business Portal initiatives. Those initiatives include a sub-portal for business start-up to serve as an integrated access point for on-line business transactions; and a client-centred, one-stop sub-portal for federal and provincial regulations pertaining to business. The challenges associated with those initiatives require the incumbent to develop appropriate access, information and transaction processes within the CBSC network and Web site to evolve into a comprehensive, integrated business-to-government service provider.

The primary role and major challenge of the Executive Director is to ensure the effectiveness of the CBSC network within a collaborative partnership environment, by developing and implementing policies, program initiatives and innovative practices to steer CBSC network evolution. This challenge includes strategically positioning the CBSC initiative as a key player in the GOL strategy, as well as developing and negotiating memoranda of understanding to ensure the seamless delivery of business services to clients and access sites across Canada.

The Executive Director ensures that the CBSCs are flexible enough to evolve along with salient trends in the business world. The inherent management challenge is to establish and orchestrate a new service delivery model, and to implement creative and ambitious partnerships among organizations that may have never worked together in the past. The incumbent is called upon to develop innovative solutions using integrated computer and telephony technologies to support information delivery by organizations and by on-line transactions with federal and provincial partners.

The Executive Director chairs the Operations Managers Committee, comprised of CBSC site managers, and the Director General's Committee of Federal Managing Partners as a means of overseeing federal interests and ensuring national network management coordination in relation to program operations and service delivery. The incumbent is required to build national consensus within the CBSC network in relation to the overall strategic direction, the interpretation and application of policies, and the attainment of operational efficiencies, while respecting regional operational variations based on client requirements and program delivery partnerships.

The Executive Director directs the identification and coordination of government and private sector business information and provides information in a practical and highly focused fashion to assist the network in effectively delivering leading-edge information products and services. The incumbent oversees the development, maintenance and coordination of the Business Information System (BIS) to provide the network with information and products on government business programs, services, regulations and expertise. Because the BIS contains federal, provincial, municipal and private sector information, the Executive Director is responsible for overseeing data collection and structuring activities, and for developing innovative information management tools, such as customized search software and pathfinders, to identify multi-jurisdictional subjects.

The Executive Director also manages the SCP, which is a partnership between the government, the post-secondary institutions of Canada and the Canadian information technology industry, aimed at introducing the power of the Internet to small businesses across Canada. Under the program, Canadian youth will train small and medium-sized business owners in the use of on-line business information services in order to create new jobs and opportunities for growth. It also gives Canadian university and college students, hired as small business advisors, the opportunity to gain valuable work experience.

As the corporate voice and focal point for the CBSC network and the SCP, the Executive Director maintains a wide range of working relationships and contacts with federal departments; central agencies; the Advisory Committee on Information Management; provincial, municipal and foreign government officials; SCP regional administrative centres; business and academic associations; small business entrepreneurs; Youth Employment Strategy initiative stakeholders; the Student Connection Advisory Board and sub-committees; and representatives of the Canadian information technology industry. Through these working relationships, the Executive Director promotes the CBSC and SCP networks and concepts, establishes collaborative frameworks, forges partnerships and strategic alliances, assesses the adequacy of services and products, and discusses and negotiates issues related to the operation and further development of networks and programs. The incumbent represents CBSCs and the SCP at international meetings, fora and conferences to explore new and creative directions in government, public sector and multi-jurisdictional service delivery concepts, and to articulate CBSC and SCP initiatives, which are recognized internationally as leading-edge service delivery models.

DIMENSIONS (Constant Dollars)

FTEs:	41
Operating budget:	$1.4 million

SPECIFIC ACCOUNTABILITIES

1. Leads the development of a strategic vision for the national CBSC network, and provides advice to the ADM Committee of Managing Partners and the Chief Information Officer on the network's development, operation and evolution.

2. Leads the development of policies, position papers and memoranda to Cabinet to guide network growth and development, and to ensure the integrity and national consistency of information products and services across jurisdictions.

3. Conceives innovative network cost-sharing, cost-recovery, delivery and management frameworks and approaches for policy and funding issues management, and implements unique program delivery partnerships and operational mechanisms to achieve network economies of scale and to eliminate effort duplication.

4. Develops network systems management activities, including the identification of innovative information technology and systems infrastructure, and development and procurement requirements, and the technical resolution of information access, interface, interconnectivity and software integration.

5. Directs the development, management and continuous enhancement of service delivery, information technology, innovative product development, procurement, human resources, training, communications and marketing and promotion policies, strategies and plans.

6. Ensures the effective stewardship of SCP funding; directs the development, implementation and management of related promotional and sponsorship strategies and evaluation frameworks; makes recommendations regarding the modification or implementation of new program elements; and directs secretariat, research and policy advice services to the Student Connection Advisory Board and assigned sub-committees.

7. Represents the CBSCs in international, governmental and business consultations and negotiations, as well as in other for a, to promote the network; establishes collaborative frameworks; forges partnerships; and discusses and negotiates issues related to the operation, enhancement and growth of the network.

EVALUATION RATIONALE

Executive Director, Canada Business Service Centres

KNOW-HOW

G Mastery of the principles and practices of delivering multi-modal services across all levels of government; professional expert knowledge of principles, policies, concepts, techniques and practices related to the design, development, installation, operation and maintenance of information management and information technology; professional knowledge of government policy on enhancing access to government information and services; expert professional knowledge of the policies, procedures and practices for managing networks of partners and stakeholders in all sector levels, including the private sector; expert knowledge of the policies, programs, regulations and practices of the Department and other public and private partner jurisdictions related to managing access to Web sites; and professional knowledge of business principles and practices.

III Conceptual and operational management of a network of offices and technological infrastructure to enhance the access of Canadian business to government information, programs and services.

3 Human resources skills are critical in fostering multi-jurisdictional partnerships and in managing a highly distributed network of access sites across federal, provincial and private sector jurisdictions.

700 Mid-range number reflects the organizational relationships and the professional and managerial expertise required to develop, maintain and upgrade a variety of multi-modal client-oriented services made available to the Canadian business community in order to provide access to information, services and programs of all levels of government, private sector associations and associated non-government organizations.

PROBLEM SOLVING / THINKING

F Thinking is done beyond the Department’s information management / information technology policies to include portfolio, partner and stakeholder approaches to information management, information technology and access to information.

4 Position develops policies and plans and implements strategic initiatives to identify and integrate opportunities among partners to enhance the nature and level of in-person, telephone and computer-telephony integrated services and Web-based information products provided to the Canadian business community.

(57) 400 High percentage is representative of the challenges inherent to integrating partner and stakeholder priorities with government policies and objectives toward business client needs and priorities.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Chief Information Officer and the ADM Committee of Managing Partners, is subject to general guidance and policies in planning and directing the development and implementation of strategies to enhance client services through a collaborative network, and in negotiating and concluding agreements to maintain and expand the network.

3P Primary impact on Branch operations, as represented by a budget of $1.4 million (constant).

460 The high number reflects the level of freedom to act on behalf of the ADM Committee of Managing Partners and the contribution made, as the leader of the network, through partnership arrangements, to a national program to enhance the capacity of Canadian business to grow on both the domestic and international fronts. It is consistent with the strong impact, through management of the network, on federal, provincial, municipal and non-government organizations in the provision of information, services and programs.

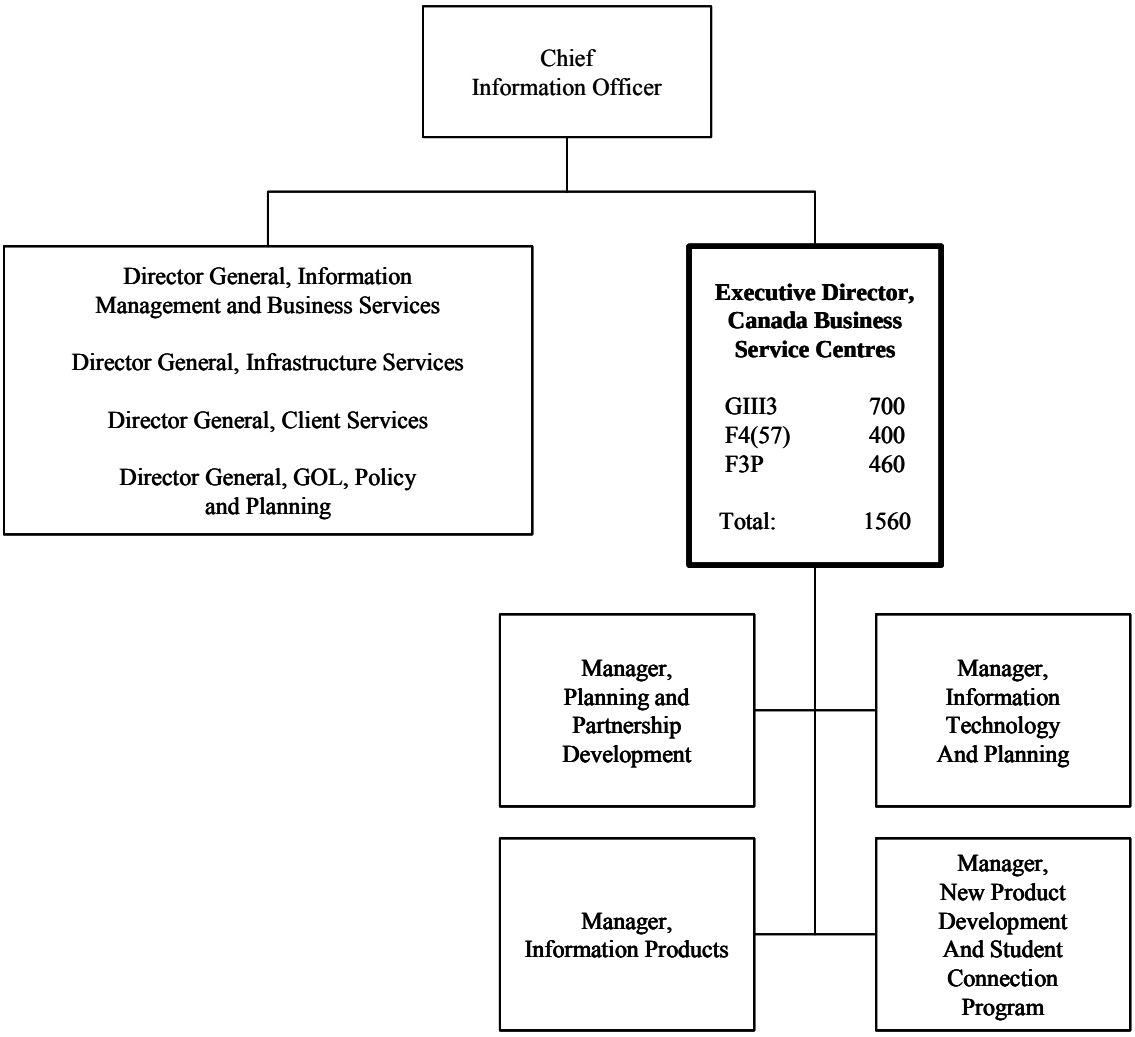
SUMMARY

GIII3	700	F4(57)	400	F3P	460	=	1560	A1

EXECUTIVE DIRECTOR

CANADA BUSINESS SERVICE CENTRES

NUMBER: 7 – A – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-A-2

POSITION TITLE: Director General, Regional Operations

GENERAL ACCOUNTABILITY

Is accountable for directing and managing regional operational functions essential to conducting the agency's statistical programs, and for developing the overall strategic framework and business plans for the regional operations to enhance the agency's capacity to provide Canadians with statistical information.

ORGANIZATION STRUCTURE

This is one of three positions at the second managerial level reporting to the Assistant Chief Statistician, Communications and Operations; the other two are the Director General, Operations and Administrative Support, and the Director General, Marketing and Information Services.

Specific functions of the positions reporting to the Director General, Regional Operations are as follows:

Director, Survey Operations, (staff of 150) is responsible for developing, implementing, and coordinating approximately 100 national sample surveys for the collection and processing of economic and social data undertaken by regional offices; providing associated training programs, manuals and advanced information technology infrastructure; and providing liaison between headquarters subject matter specialists and the regions.

Manager, Census Collection, (staff of 25 with an additional 14 in a census year) is responsible for planning, developing, implementing, coordinating, monitoring and evaluating the collection and processing undertaken by regional offices for the Census of Population and Agriculture conducted every five years; and for managing the conduct of research, the preparation of logistics, census manuals and training materials, and the negotiation of budgets on behalf of the regions.

Director, Advisory Services, (staff of 28) is responsible for managing the development, implementation, monitoring and evaluation of regional dissemination and marketing of products and services, account executive programs, and information and advisory services to data users; the conduct of proactive outreach programs and market research; and the promotion of product sales and respondent, public and community relations, including census communications.

Director, Eastern Region, (staff of 28 and 800 Statistics Act employees in a non-census year; 175 and 16,500 Statistics Act employees in a census year).

Director, Central Region, (staff of 96 and 700 Statistics Act employees in a non-census year; 160 and 15,800 Statistics Act employees in a census year).

Director, Western Region, including the Northwest Territories and the Yukon Territory, (staff of 72 and 1,000 Statistics Act employees in a non-census year; 196 and 16,800 Statistics Act employees in a census year) each is responsible for designing and managing agency programs at the regional level, including the organization and implementation of a large number of surveys; the national census; regional communications plans; marketing goals, plans and strategies; the dissemination of statistical information; programs to improve and cultivate respondent and client relations; and the overall representation of the agency at the regional level.

Manager, Management Services, (staff of 20) is responsible for developing and managing human resources policies and procedures; negotiating collective agreements for Statistical Survey Operations employees; settling grievances and lawsuits brought by all Branch employees; and coordinating and providing advice on the delivery of financial, personnel, administrative and logistics services for headquarters and regions.

NATURE AND SCOPE

The agency's mandate is to collect, compile, analyse, publish and disseminate statistical information on the economic, social and general conditions of Canada and its citizens. This requires surveying households, individuals, businesses, institutions and governments to obtain data on the economic and social conditions of Canadians.

The Regional Operations Branch, through its network of regional offices, is the agency's main organization for data collection, respondent follow-up, ultimate data dissemination, advisory services and marketing and sales of products and services. Because the regions represent the agency at the provincial level, they can provide critical input into the design, planning and conduct of surveys, in terms of respondent reaction, communications, the needs of data users and the operational feasibility of surveys, as well as the surveys' methodological underpinnings.

In this context, the Director General, Regional Operations, is responsible for planning and developing the management framework for collecting, processing, disseminating, marketing and selling statistical information and services through the regional offices. This includes the development of appropriate policies, guidelines, support systems, organizational mandates, structures, informatics systems and human and financial resources allocations, as well as the development and implementation of objectives and goals within a highly

automated and decentralized environment. The incumbent ensures the ongoing monitoring, assessment and management of regional performance.

A major challenge for the Director General is to build national consensus for the implementation of policies and procedures that respond to the changing needs of clients. In meeting this challenge, the incumbent must balance increasing demands for quality information with public and political concerns regarding invasion of privacy, response burden, voluntary participation and respondent refusal or mistrust. The incumbent is called upon to establish broad policy guidelines that advance cost recovery and sales objectives, while respecting the public good in conducting more than 100 surveys per year, contacts with over 3.8 million respondents and responses to over 300,000 inquiries.

A major and recurring challenge for the Director General is to plan the five-year national Census of Population and Agriculture. Although the census is conducted in five-year cycles, the undertaking is sufficiently massive to necessitate continuous planning. As soon as one census is completed and the post-census review is conducted to assess the results and to recommend changes and improvements, planning for the next census must begin. Each census requires a large and well-trained organization, as well as considerable advance planning and testing of material and development of public communication strategies and programs. The incumbent develops the overall management framework for the collection of the census, including the negotiation of resources, the development of census organization and management structures, human and financial resources allocation, quality control mechanisms and pre- and post-census assessments.

The Director General leads the development and maintenance of cooperative working relationships between the regions and headquarters organizations, between the agency and national and international statistical organizations and with public and private partners and stakeholders.

The agency recruits a large number of interviewers under the Statistics Act. As these employees are outside of the regular federal public service, the agency is the legal employer. This requires the Director General to exercise direct responsibility for all aspects of human resources management for this group, including collective bargaining, dispute resolution, development of policies and guidelines respecting human resources management. The incumbent develops and maintains working relationships with senior officers of the central agencies on a broad range of human resources and staff relations issues.

The Director General is in frequent contact with Directors General and Assistant Chief Statisticians regarding strategic directions and operational plans and results.

DIMENSIONS (Constant Dollars)

	(Non-Census Year)	(Census Year)
Public Service employees:	512	545
Statistics Act employees:	2,500	49,100
Annual budget:	$12.6 million	$30.3 million
Annual sales:	$1.2 million	

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership for developing the overall strategic framework for departmental regional operations to ensure that the agency has the capacity to meet statutory requirements and client needs for statistical data and information.

2. Provides overall direction and coordination of regional operations. This involves developing appropriate policies, guidelines, support systems, organizational mandates, structures, informatics systems, and human and financial resources allocations, as well as developing and implementing objectives and goals within a highly automated and decentralized environment to ensure that the requirements of survey sponsors, data users, government and department policies are met within appropriate quality, cost and time constraints.

3. Directs the collection of the five-year Census of Population and Agriculture, from developing the planning and management frameworks to negotiating resources and conducting post-census assessments to ensure the cost-effectiveness of census operations.

4. Develops cooperative working relationships between headquarters specialist divisions and regional operations for survey testing and methodology, survey cost analysis, financial negotiations, respondent reactions, issues of survey coverage and respondent burden and for the dissemination, marketing and sales of their products and services to enhance the management of the agency's expertise and knowledge.

5. Directs the ongoing monitoring, assessment and management of regional performance and the representation of regional issues and concerns (including respondents, clients and public reaction to agency activities) to various senior management committees in order to provide the infrastructure for the continuous improvement of the agency's operations.

6. Represents the Minister as the separate employer of Statistical Survey Operations employees in all aspects of human resources management.

EVALUATION RATIONALE

Director General, Regional Operations

KNOW-HOW

G Mastery of principles, concepts and methodology in several statistical fields; extensive knowledge of regional economic, social and political differences and requirements; and in-depth knowledge of departmental operating policies, practices and clients.

III Operation of a large geographically dispersed unit involved in the specification, collection and processing of statistical data.

3 Successful achievement of objectives requires motivation of a large staff of professional, technical, administrative and clerical employees and negotiations with the public, other governments and unions.

700 Mid-range number recognizes the size and national scope of the organization and the specialized knowledge required.

PROBLEM SOLVING / THINKING

F Thinking within a general frame of reference provided by departmental and general government policy.

4 The work requires analytical, interpretive and evaluative thinking to identify and resolve issues concerning data collection and processing, project priorities, technological change, cost recovery and other matters relating to the management of the organization.

(57) 400 Higher percentage reflects the requirement to develop new and imaginative approaches to data collection and processing to generate revenue.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Chief Statistician, Communications and Operations, the Director General is accountable for ensuring the cost-effective operation of the agency’s network of regional offices.

4P The position has a primary impact on regional operations. The proxy selected to represent these regional operations is an operating budget fluctuating over a period of five years of between $12 million and $30 million (constant).

528 The proxy selected warrants the low number; however, a push to the mid-range number is given to reflect the size of the regions and the degree of latitude required to develop and carry out major data collection and dissemination programs across Canada, and the latitude the position has in establishing broad policy guidelines to advance cost-recovery and sales objectives.

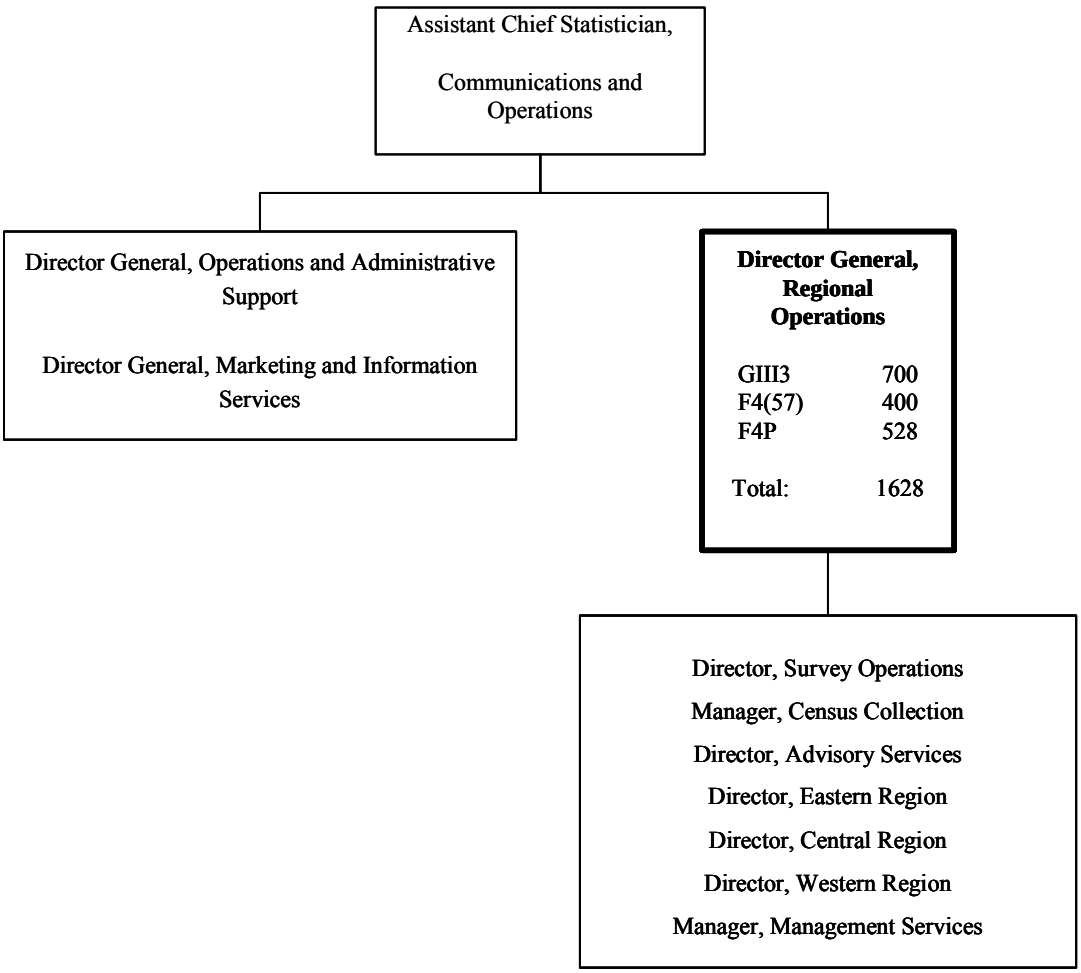
SUMMARY

GIII3	700	F4(57)	400	F4P	528	=	1628	A2

DIRECTOR GENERAL

REGIONAL OPERATIONS

NUMBER: 7 – A – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-A-1

POSITION TITLE: District Director – Metropolitan Montreal

GENERAL ACCOUNTABILITY

Is accountable for the direction and management of operations for a district parole office that is responsible for, among other things, the preparation of inmates' cases and the supervision of offenders on conditional release in order to contribute to the protection of society.

ORGANIZATION STRUCTURE

This position is 1 of 17 positions at the second managerial level reporting to the Deputy Commissioner, Quebec Region. The 16 others are Assistant Deputy Commissioner, Operations; Assistant Deputy Commissioner, Corporate Services; Director, Communications and Executive Services; Secretary of the Deputy Commissioner; 11 Wardens (Archambault, Donnacona, Port-Cartier, Leclerc, Cowansville, Federal Training Centre, Drummond, La Macaza, Sainte-Anne-des-Plaines, Montée Saint-François, Regional Reception Centre); and 1 District Director (Quebec East/West).

Specific functions of the positions reporting to the District Director are as follows:

Manager, South Shore Community Operations, and three (3) Area Managers (Ville-Marie, Lafontaine and Langelier) (combined staff of 106) are responsible for operations of parole offices in a geographically defined area.

Four (4) Community Correctional Centre Managers (Martineau, Hochelaga, Ogilvy and Sherbrooke) (combined staff of 23) are responsible for the operation of halfway houses, private home supervision and contracted supervision.

Coordinator, Community Resources, (staff of 9) is responsible for developing strong linkages with local communities, developing the volunteer program in the District, and integrating all community strategies and plans to support safe release.

Coordinator, Correctional Programs, (staff of 23) is responsible for providing advice and interpretation related to correctional programs that affect parolees.

Psychologist is responsible for providing professional psychological advice and services.

Regional Chaplain is responsible for delivering spiritual counselling services and providing leadership in the development and maintenance of volunteer networks across the Quebec Region.

Offender Management System Expert User is responsible for providing systems training and support for district staff.

Administrative Officer (staff of 7) is responsible for providing administrative support to the District Director and the district management team.

NATURE AND SCOPE

Correctional Service Canada (CSC), as part of the criminal justice system and respecting the rule of law, contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

CSC operates under three levels of management: national, regional and institutional / district parole office. The national headquarters in Ottawa performs overall planning and policy development, while each of the five regional offices implements departmental activities in facilities in its respective region.

The District Director reports to the Regional Deputy Commissioner on any district parole-related matter. The Metropolitan Montreal District normally handles over 2,000 supervision cases (day parole, full parole, statutory release), primarily on Montreal Island. Other cases are spread out along the South Shore of the St. Lawrence River. In addition to the parole supervision function, the District also prepares cases for presentation to the Parole Board (over 700 cases annually). The District Director reports to the National Parole Board Chair on any matter relating to the exercise of delegated authority to suspend offenders' paroles, including to suspend or revoke parole for offenders unlawfully at large.

The District Director plans and manages the delivery of a broad range of services. The incumbent sets goals and objectives, plans and allocates resources in response to fluctuating offender populations, ensures effective recruitment and training of staff, implements risk assessment measures, monitors results and compliance with legal and policy frameworks, and promotes the parole concept in the community to encourage public support for projects and programs and to assist offenders on parole in the area. The Director is the only person in charge of District Office operations on a 24-hour basis and has the delegated authority and responsibility to suspend an offender's parole when necessary.

Major challenges faced by the District Director include offering enough community programs and residential services to meet the needs of offenders on

conditional release in accordance with CSC standards; balancing offenders' rights with public protection; managing resources within budget limits despite unforeseeable requirements and increasingly complicated administrative requirements; accepting and supporting conditional release programs that are often seen by some interest groups and organizations as a threat to the public; developing information-sharing systems among the various agencies in the penal system; and performing a complete evaluation of the degree of risk in relation to offenders on conditional release. The incumbent must also address the changing needs of offenders, which involves adapting local programs and services to provide a specialized focus, for example, on substance abuse treatment, behavioural therapy, psychiatric care or special services, to meet the needs of aging offenders.

The District Director oversees the operation of halfway houses, Community Residential Centres (CRCs) and Community Accommodation Centres (CACs), as well as a few private homes that have housing agreements with CSC. The increased privatization of many services adds a new complexity to the incumbent's parole oversight responsibilities. The incumbent must ensure that CSC objectives are met in contracts for housing and/or supervision with agencies such as the John Howard Society, the Maison Saint-Laurent and the Société Emmanuel Grégoire.

The District Director oversees the Metropolitan Montreal district, which has a high number of offenders under intensive supervision. Because this type of supervision is reserved for individuals who have already shown a potential for violence or who have committed a sexual offence and display a high risk for failure and violence, the incumbent ensures that effective follow-up mechanisms are in place and that effective risk management is provided. To that end, the Director manages and allocates resources effectively to allow for the required level of supervision and contribute to ensuring public protection.

The incumbent is required to establish and maintain effective working relationships with officials and representatives of other federal departments, provincial departments, non-government organizations, Aboriginal groups, ethnic groups, religious groups, local community services groups, private organizations, educational facilities and volunteer groups to manage operational services.

Community correctional services are a matter of high interest for the media. The District Director develops public relations and information strategies in order to communicate effectively with the media and respond to the community's diverse interests represented by victim rights groups, inmate rights groups and civil liberties groups.

DIMENSIONS (Constant Dollars)

FTEs: 174 person-years

Operating budget: $3.4 million

SPECIFIC ACCOUNTABILITIES

1. Develops operational plans and objectives for the District Office, allocates resources and directs the activities of a team of managers and correctional specialists providing offender supervision and Parole Board case preparation services.

2. Ensures the development of intensive supervision measures for certain classes of offenders at risk, while increasing the number of information exchange mechanisms with various organizations, including district police forces, in order to initiate appropriate intervention measures as soon as behavioural deterioration is apparent.

3. Sets up community programs adapted to offenders' individual needs in order to give them every possible chance of successfully reintegrating.

4. Establishes and maintains effective working relationships with officials and representatives of other federal departments, provincial departments, non-government organizations, Aboriginal groups, ethnic groups and religious groups, local community services groups, private organizations, educational facilities and volunteer groups.

EVALUATION RATIONALE

District Director – Metropolitan Montreal

KNOW-HOW

F In-depth knowledge of policies, practices and processes related to corrections, with special emphasis on policies and mechanisms related to conditional release programs; sound knowledge of CSC's mandate, policies and programs; sound knowledge of the mandates and programs of other organizations involved in the administration of the Canadian criminal justice system.

III Operational management of a broad range of programs and services through numerous and various service delivery points.

3 Successful achievement of results requires working cooperatively with peers at the national and regional levels; establishing and maintaining effective working relationships with representatives of federal and provincial departments, non-government organizations, Aboriginal groups, ethnic groups and religious groups, local community services groups, private organizations, educational facilities and volunteer groups.

608 High number reflects expert knowledge of multiple departmental programs and services and the associated legal framework in order to ensure compliance with sentence requirements and respect of offender needs and rights, and the high level of integration in the delivery of services at different levels through a number of service delivery points.

PROBLEM SOLVING / THINKING

F Thinking is guided by CSC's corporate objectives, the application of legal requirements and the objectives set by the Deputy Commissioner.

4 Analytical and creative thinking is required in the identification and commitment of resources, the development of plans and alternatives and the requirement for innovation in an area where both staff and offender interests must be addressed.

(50) 304 Solid percentage reflects the constraints imposed by legal requirements, departmental policies and procedures, and direction from the Deputy Commissioner.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Regional Deputy Commissioner, is subject to guidance and direction in ensuring that corporate and regional policies and goals are met, required services are performed, and budgetary requirements and expenditures are controlled.

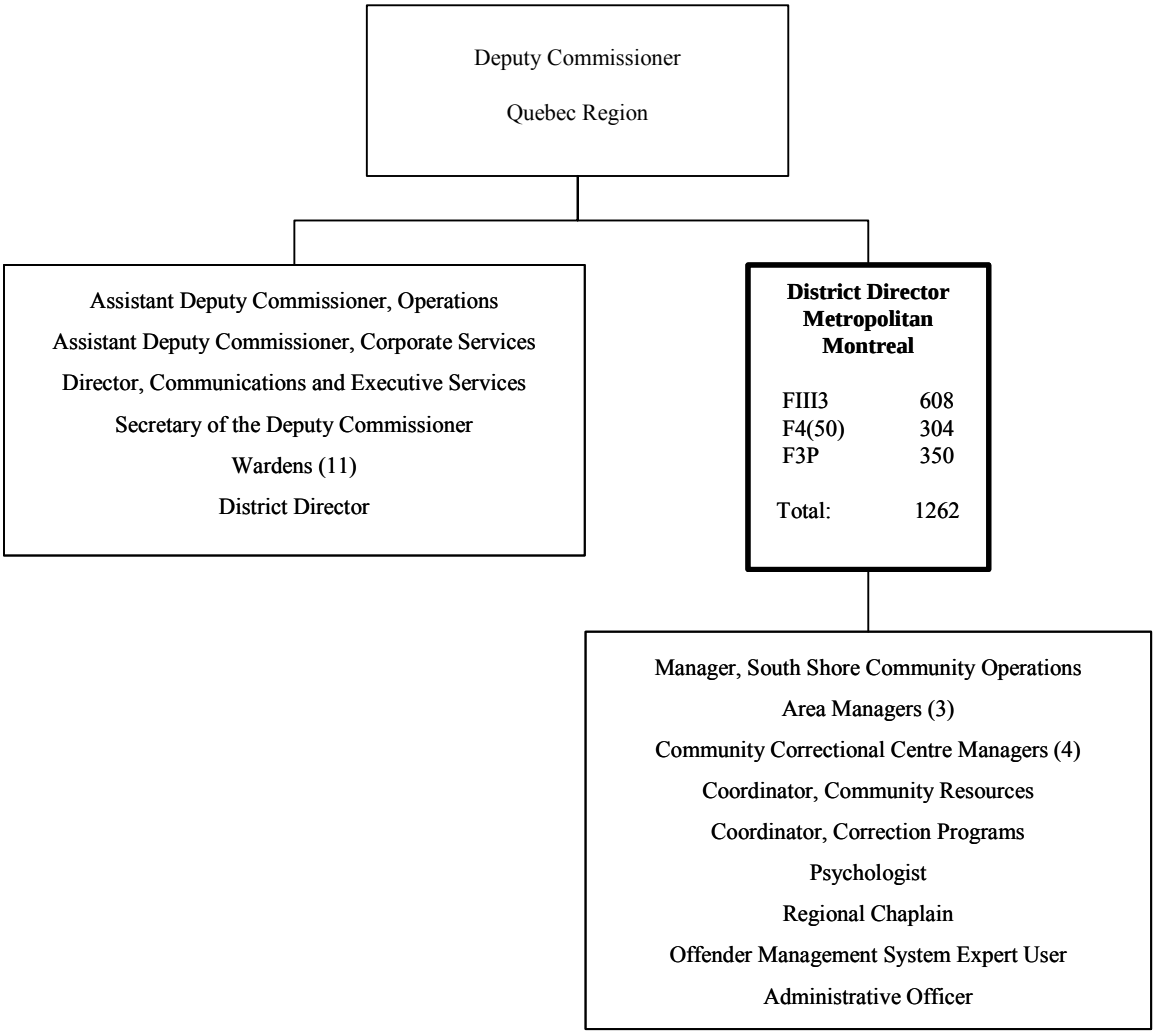
3P The position has a primary impact on district operations. The proxy selected to represent these operations is a salary and operating budget of $3.4 million (constant).

350 Number reflects the size of the budget and the guidance available.

SUMMARY

FIII3	608	F4(50)	304	F3P	350	=	1262	A1

DISTRICT DIRECTOR
METROPOLITAN MONTREAL
NUMBER: 6 – A – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-A-2

POSITION TITLE: Assistant Deputy Commissioner, Operations

GENERAL ACCOUNTABILITY

Is accountable for the efficient and effective direction of regional operations and programs that are designed to assist inmates and parolees in their reintegration into civil society.

ORGANIZATION STRUCTURE

This is one of 23 positions at the second managerial level reporting directly to the Deputy Commissioner, Prairies. The other positions are the Assistant Deputy Commissioner, Corporate Services; Regional Advisor, Performance Assurance; Director, Operations CORCAN; 13 Wardens/Executive Directors of federal institutions; 4 District Directors, Parole; Regional Advisor, Communications and Executive Services; and Regional Infectious Disease Coordinator.

Specific functions of the positions reporting to the incumbent are as follows:

Regional Manager, Reintegration, (staff of 19) is responsible for developing strategies and policies to actively encourage and assist offenders in becoming law-abiding citizens, and for ensuring their safe reintegration into the community.

Regional Administrator, Correctional Programs, (staff of 12) is responsible for overseeing the academic and vocational education programs for offenders; overseeing inmate employment strategies and pay programs; ensuring the provision of essential life support services and social, cultural and leisure programs; and negotiating with special interest groups and private agencies on community resources and facilities.

Regional Administrator, Aboriginal Programs, (staff of 5) is responsible for providing spiritual and cultural programs and services for Aboriginal offenders and promoting active participation by the Aboriginal community in the provision of programs and services.

Regional Administrator, Security, (staff of 6) is responsible for implementing policies, procedures, standards and systems in support of security operations; and for providing general security investigation services and resulting strategy and policy recommendations and advice on managerial techniques to institutions and parole offices in the Region.

Regional Manager, Health Care Services, (staff of 4) is responsible for ensuring that the required medical, dental, surgical and nursing care is provided to inmates. The position negotiates contracts for specialist medical and support services (physicians, psychiatrists, pharmacists) and evaluates the effectiveness and efficiency of institutional health care activities.

Regional Psychologist is responsible for coordinating professional psychological services and coordinating the delivery of sex offender program services.

Regional Administrator, Spiritual and Cultural Services, (staff of 4) is responsible for providing spiritual services and programs to offenders and staff in the Region.

Regional Elder is responsible for the provision of policy advice, direction and guidance on matters of Aboriginal spirituality, culture and holistic healing processes and services to senior managers and elders working in Correctional Service Canada (CSC) units.

NATURE AND SCOPE

CSC, as part of the criminal justice system and respecting the rule of law, contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

CSC operates under three levels of management: national, regional and institutional / district parole office. National headquarters in Ottawa performs overall planning and policy development, while each of the five regional offices implements departmental activities in facilities in its respective region.

The Assistant Deputy Commissioner, Operations, assists and advises the Deputy Commissioner by analysing and evaluating regional and operational problems, recommending strategies and policies to achieve regional correctional objectives and standards and to improve operations and programs, developing implementation plans and overseeing the implementation of new policies and programs.

The Assistant Deputy Commissioner oversees the provision of a variety of operational support functions composed of professional, specialized, technical and administrative components organized to support and facilitate the care and security of incarcerated and conditionally released offenders. The incumbent develops the best operational plans, alternatives and administrative controls for the Deputy Commissioner to consider in achieving departmental objectives.

The Assistant Deputy Commissioner leads the cooperative development of innovative programs with community support organizations or spiritual and cultural leaders to help offenders benefit from a broad range of programs and services and to assist them in successfully reintegrating into the community.

These services and activities consist of physical planning and technical advice on the acquisition and maintenance of electronic and telecommunications equipment; physical and dynamic security; psychological, psychiatric and religious counselling; medical and health care treatment; and industrial, educational and social programs. These activities are governed by a wide variety of legislative and administrative control procedures, both at the provincial and federal levels, and are particularly sensitive to public reaction and to the pressure of civil rights and minority group concerns.

The Assistant Deputy Commissioner, Operations, works closely with the Wardens and District Directors in the administration of offender populations. This entails consultation on intra- and inter-regional transfers and escorted temporary absences and on the review and monitoring of segregated inmates. The incumbent administers, along with line managers, a population of approximately 3,500 inmates and approximately 1,600 offenders on conditional release under supervision in the community.

The Assistant Deputy Commissioner, Operations, is responsible for functional administration and provision of professional orientation, advice and guidance to Wardens and District Directors in the Region on offender employment, activities, work opportunities, agribusiness and academic and vocational programs. The creation of work opportunities is required to maximize the use of productive offender labour and thereby reduce overall operating costs and provide offenders with valuable skills and work experience.

The Assistant Deputy Commissioner, Operations, must work effectively within the framework of the criminal justice system and be open to the public, while maintaining guarantees and safeguards as prescribed by legislation. The incumbent directs policy applications and procedures that deal with the national and regional media, as well as the public, and inform them about correctional programs, events and problems in order to meet public expectations regarding the safe management and protection of offenders within the provisions of the law.

The Assistant Deputy Commissioner, Operations, liaises with police agencies, defence and prosecution attorneys, the judiciary, aftercare and professional organizations (academic, vocational, industrial, medical and media), other federal departments and provincial officials to enlist support, resolve common problems and initiate preventive procedures relating to offenders, staff and contractual matters.

DIMENSIONS (Constant Dollars)

	Regional Resources
FTEs:	3,145
Operating budget:	$65.6 million

Directorate

FTEs:	52
Operating budget:	$438,500

SPECIFIC ACCOUNTABILITIES

Makes recommendations to assist the Deputy Commissioner in resolving operational problems and advises on alternatives and implications of all facets of regional operations.

Contributes to regional operational effectiveness, policy development and application by developing operational plans and strategies.

In conjunction with the Deputy Commissioner, directs resources by setting policy objectives, priorities and performance standards in the major aspects of operations, and implements policy to ensure that minority rights are respected.

Ensures that regional headquarters operations fully facilitate the efficient and effective achievement of departmental objectives by monitoring standards of professional and technical competence and conduct; adherence to personnel, financial and branch policies; and the establishment and effective use of management strategies and techniques.

Develops policy and program implementation plans and resource allocation control strategies to meet changing needs and a variety of operational and emergency situations by anticipating and ensuring careful analysis and planning, and intervenes in unusual or crisis situations to assist institutional and parole District Managers.

Negotiates the resolution of complex problem areas in overlapping jurisdictions, deals with critical problems relative to the incarceration of offenders and the administration of their sentences and with inmate grievances at the regional level, consults on special cases of temporary absence and monitors all administrative segregation cases over 90 days.

Identifies and pursues opportunities for enhancing the effectiveness of regional operations through contacts with aftercare agencies, the police, the judiciary, provincial corrections services, legal and other professional groups, and works with provincial counterparts to negotiate exchange of service agreements.

EVALUATION RATIONALE

Assistant Deputy Commissioner, Operations

KNOW-HOW

F — Extensive knowledge at the operational level of policies, practices and processes related to corrections programs; in-depth knowledge of policies, principles and practices related to the management of financial and non-financial resources.

III — Operational management of all correctional programs: security offender programs, case management, education and training, facilities, planning, industries and health care. Conceptual management includes setting operational policy objectives, priorities and performance standards, as well as planning, controlling and evaluating the effectiveness of regional operations.

3 — Successful achievement of objectives requires motivating regional specialists and institutional staff, promoting public and provincial authorities' acceptance of departmental objectives and programs and dealing with private and governmental executives regarding various offender services and activities.

608 — Highest number reflects near mastery of the interrelationships between a large number of specialized fields at the operational level.

PROBLEM SOLVING / THINKING

F — Thinking within broadly defined corporate policies in the provision of a complete range of diverse but interdependent operational programs, as well as assistance to Wardens and District Directors in the solution of a variety of program and service problems.

4 — Analytical and creative thinking is required in the identification and commitment of resources, the development of plans and alternatives and the requirement for innovation in an area where both staff and offender interests must be addressed.

(50)
304 — Standard percentage reflects the requirement to adapt corporate policies to the delivery of a broad range of regional programs.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Regional Deputy Commissioner, is subject to guidance and direction in ensuring that corporate and regional policies and goals are met, that adequate correctional services are performed and that budgetary requirements and expenditures are controlled.

2P The position has a primary impact on regional headquarters operations. The proxy selected to represent these operations is a salary and operating budget of $438,500 (constant).

350 Reflects the degree of latitude that the position has in determining the nature and levels of service, the influence on the delivery of programs in institutions and parole districts, and the contribution to the achievement of the Region's operational goals.

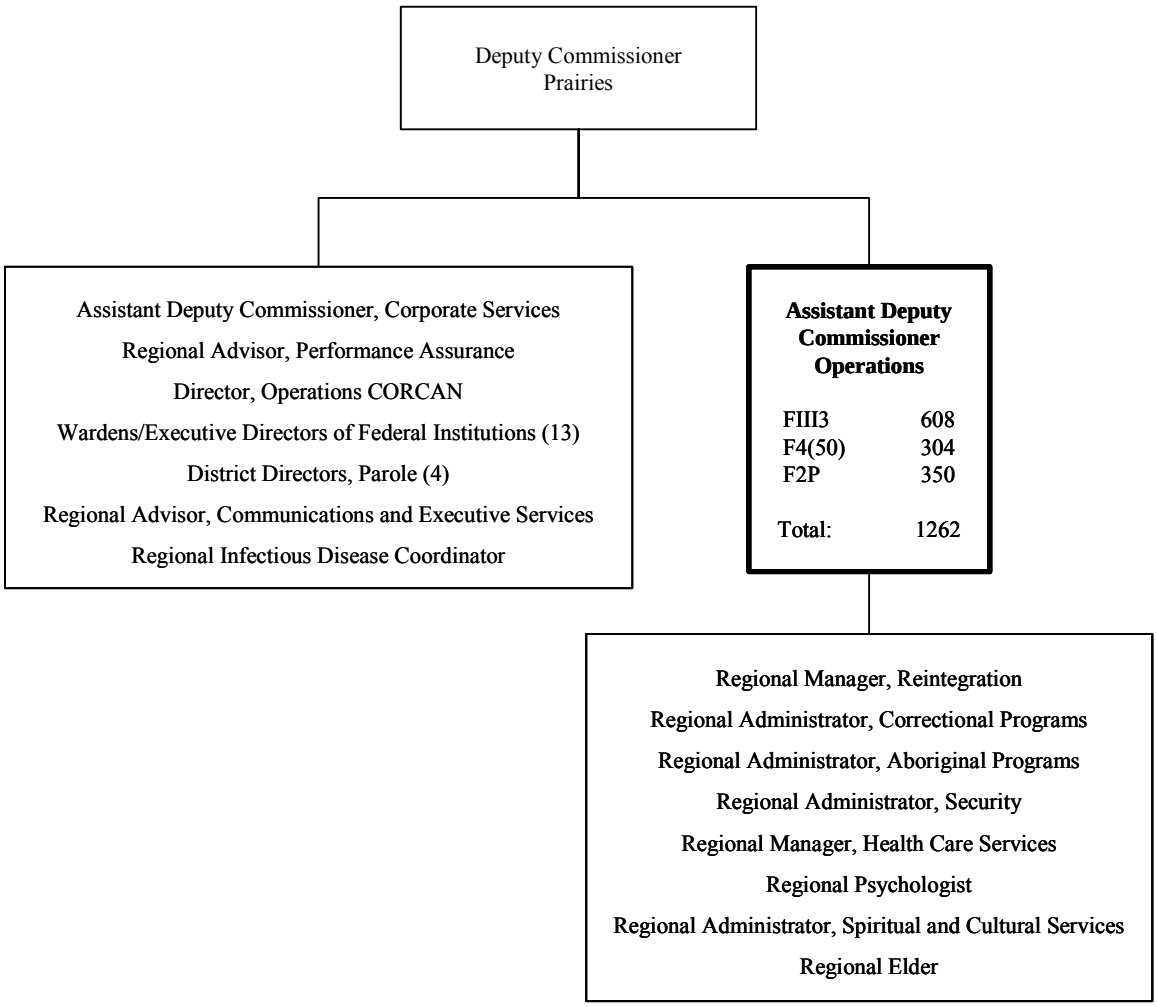
SUMMARY

FIII3	608	F4(50)	304	F2P	350	=	1262	A1

ASSISTANT DEPUTY COMMISSIONER

OPERATIONS

NUMBER: 6 – A – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 5-A-1

POSITION TITLE: Regional Director, Health Products and Food

GENERAL ACCOUNTABILITY

Is accountable for providing a regional lens in the conception, development and delivery of national programs to promote good nutrition and informed use of drugs, food and natural health products, and to maximize the safety and efficacy of pharmaceutical drugs, food, natural health products, medical devices, biologics and related biotechnology products in the Canadian marketplace and health system to promote and protect the health of Canadians.

ORGANIZATION STRUCTURE

This is 1 of 17 positions at the second managerial level reporting to the Assistant Deputy Minister, Health Products and Food Branch; the others are Directors General for Food, for Therapeutic Products, for Biologics and Genetic Therapies, for Natural Health Products, for Policy and Strategic Planning, and for Nutrition Policy and Promotion; Director General, Office of Consumer Affairs and Public Involvement; Director General, Office of Biotechnology and Science; Director General, Inspectorate; Director General, Regulatory and International Affairs; Director, Management Services, Health Products and Food Litigation Secretariat, and four other Regional Director positions.

Specific functions of the positions reporting to the Regional Director, Health Products and Food, are as follows:

Head, Food Program, (staff of 13) is responsible for managing the development of leading-edge projects, validating analytical chemistry methods and performing national surveys on foods and human blood for the presence of contaminants; and providing scientific and technical advice.

Program Manager, Inspectorate, (staff of 9) is responsible for developing and managing the delivery of enforcement and information inspection programs related to manufacturing, importing, distributing and selling regulated health products for human and veterinary use; providing emergency response contact (24/7) for the region; supporting international activities; and serving as the designated Canadian contact for selected United States-based manufacturers and exporters of regulated products into Canada.

Public Involvement and Outreach Officer is responsible for planning and implementing regional public involvement through consultation and other mechanisms.

Food Liaison Officer is responsible for developing and implementing consultation and liaison strategies between federal interests and provincial and territorial governments, health professionals, consumer associations and special interest groups; and providing regulatory advice on food safety and risk communication.

Chief, Program Management Support Services, (staff of 6) is responsible for providing financial and human resources management, administrative and business management, and planning systems and material management services, as well as accommodation and laboratory facilities, security and business continuity planning; and managing the services provided by Public Works and Government Services Canada for facility management.

NATURE AND SCOPE

The Department's mission is to help the people of Canada maintain and improve their health. Its mandate, underpinned by a solid information and knowledge base, covers three broad areas: national health policy and systems, including health care; health promotion and protection, including disease, illness and injury prevention; and First Nations and Inuit health.

In this context, the Regional Director provides professional leadership for representing, advancing and delivering, across the Region, the promotion and regulatory programs that are central to the management of risks to the health of Canadians with respect to the regulation and control of food, drugs, medical devices, natural health products and therapeutic products. The incumbent also provides leadership with respect to developing strategies, approaches and initiatives for promoting and fostering good nutrition and informed use of drugs, food and natural health products.

The Regional Director manages Branch programs and operations delivered in the Region. The incumbent works closely with the Regional Director General in managing horizontal issues and in promoting departmental coherence in the Region, strengthened local communications and enhanced linkages with other regional departmental activities, as well as local communities, provincial governments and other stakeholders. The incumbent establishes and maintains productive working relationships with industry associations and other non-governmental organizations to promote and foster positive attitudes and initiatives with respect to the safety of the general public.

The Regional Director prepares, executes, monitors and evaluates regional business plans for the effective and efficient delivery of Branch programs and services; and plans, organizes and implements compliance programs that provide

for the efficient and effective inspection of the producers of those products. The incumbent brings regional issues to bear in the formulation of national policies and program initiatives.

The Regional Director hears appeals from the regulated industry against the proposed actions of staff under the Food and Drugs Act and Regulations and has the sole delegated authority of the Minister in the Region to deliver information developed by staff to the Department of Justice, permitting charges to be laid in court against individuals or companies found to be in violation of the Food and Drugs Act and Regulations.

The Regional Director negotiates and implements comprehensive collaborative agreements; exercises delegated authority to sign memorandums of understanding with two provinces, other levels of government, as well as non-governmental organizations; and negotiates, develops and implements frameworks. The incumbent fosters a spirit of cooperation, collaboration, teamwork and partnership between the department and the communities, through contacts with senior officials, such as the Deputy Minister or Minister, Assistant Deputy Ministers, Presidents or Directors in provincial health, social services and education departments or agencies. International contacts include regional and local United States Food and Drug Administration officials dealing with regulatory and policy issues of common concern and with U.S. senior industry officials on regulatory and information matters. A major challenge for the incumbent is to incorporate the interests and concerns of all stakeholders when contributing to the development of national frameworks.

DIMENSIONS (Constant Dollars)

FTEs:	32
Operating budget:	$310,000

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership for representing, advancing and delivering promotion, regulatory and compliance programs related to the health and safety risk in the manufacture and sale of foods, drugs, medical devices, biologics and biotechnology, therapeutic and natural health products.

2. Fosters the formation of innovative, cost-effective partnerships and initiatives; and maintains productive working relationships with other federal departments, other levels of government and agencies, the private sector and international contacts in order to share regulatory and policy issues of common concern.

3. Provides relevant regional input into national policy development and program priorities.

4. Provides authoritative interpretations of departmental programs, legislation and policies to regional staff and to officials outside of the Department.

5. Manages the regional food laboratory facility.

EVALUATION RATIONALE

Regional Director, Health Products and Food

KNOW-HOW

F Professional knowledge of the objectives, policies and multi-disciplinary programs of the Branch and Region; professional knowledge of the chemical and biological sciences related to the assessment and management of risk associated with health products; and professional knowledge of approaches and techniques required to consult with stakeholders and to assess and address the concerns of a broad range of communities of interest.

III Operational and conceptual management of integrated strategies, approaches and programs to deliver a variety of regulatory and promotional programs across the Region.

3 Establishment of effective working relationships across a broad spectrum of communities of interest is critical to developing teamwork and cooperation among multiple partners with overlapping roles and interests and to bringing regional issues to bear in the formulation of national policies, regulations and program initiatives.

528 Mid-range number reflects the depth of knowledge required to manage the delivery of a regional program that integrates scientific disciplines with the Department's agenda for protecting Canadians against hazardous food, drugs, medical devices, biological and biotechnology dangers, therapeutics and natural health products, including the promotion of the safe use of these products.

PROBLEM SOLVING / THINKING

F Thinking is done within the framework of the Branch's broad strategic objectives and the Region's strategic business plans.

4 Analytical and constructive thinking is required to adapt national strategies, approaches and initiatives for regional implementation and to bring regional issues to bear in the formulation of national policies and program initiatives.

(50) 264 Solid percentage indicates that a noticeable degree of functional direction is available.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Health Products and Food, is subject to broad direction and is accountable for the regional conception, development and delivery of national programs and initiatives.

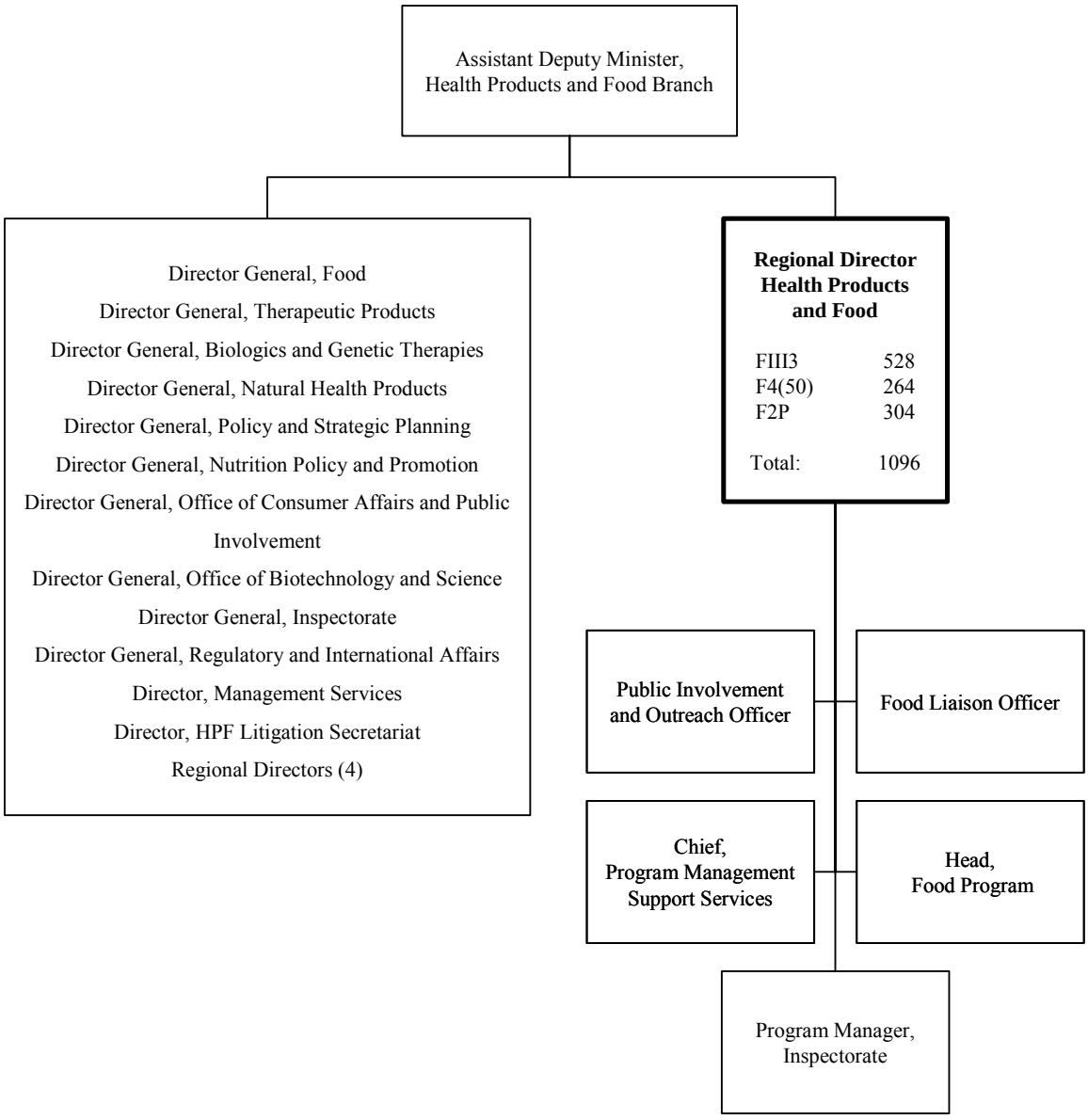
2P The position has a primary impact on the delivery of the regional activities of the Department's health products regulatory and promotional programs. The proxy used to represent these activities is an operating budget of $310,000 (constant).

304 Mid-range number reflects the size of the budget, the latitude that the position has in the design and implementation of regional program initiatives and the impact that the position has on the commercial interests of the health products sector in the Region.

SUMMARY

FIII3	528	F4(50)	264	F2P	304	=	1096	A1

REGIONAL DIRECTOR
HEALTH PRODUCTS AND FOOD
NUMBER: 5 – A – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-A-1

POSITION TITLE: Director, Human Resources Centre Canada

GENERAL ACCOUNTABILITY

Is accountable within the assigned geographic zone for the delivery of the full range of programs and services within the Department's national Service Delivery Network (SDN), through a Human Resources Centre of Canada (HRCC), Local Human Resources Centres (LHRCs), kiosks, itinerant services and a wide range of partnership arrangements; for contributing to the formulation of regional and national legislative, policy and management frameworks; for implementing changes to the Department's priorities, business product or service lines and their delivery and management and resources regimes; and for conducting senior-level advisor and representational services.

ORGANIZATIONAL STRUCTURE

This is one of twenty-nine (29) Directors, Human Resources Centre Canada (HRCC) positions in the Region at the third managerial level reporting to the Regional Director General, Service Delivery.

Specific functions of the positions reporting directly to the Director are as follows:

Six (6) Senior Service Delivery Advisors (total staff of 10) are responsible, in their specialized area(s) (e.g. employment; income support; Employment Insurance (EI); Canada Pension Plan, Old Age Security, Guaranteed Income Supplement; labour market planning, forecasting and information; labour standards; occupational health and safety; student loans; Aboriginal labour market opportunities or adjustment; pay equity), for a continual analysis of issues that could affect the service delivery of the HRCC and/or Region; for the formulation of new or modified approaches to meet specific client and local requirements; for the provision of expert advisory services to the management and staff of the HRCC and the satellite LHRCs; for ensuring linkage with the Region's SDN support groups for the assigned specialized area(s); and for consultation with client groups, stakeholders and partners in the SDN for the HRCC's geographic zone.

Ten (10) Service Delivery Managers (total staff of 95) are responsible for the prioritization, planning, implementation, monitoring and reporting of their assigned components (e.g. a business line in an HRCC or all business lines at the LHRCs level) of the SDN for the HRCC's geographic zone; for contributing to the planning, policy, procedural and management frameworks of the HRCC; for the provision of advice; and for the performance of external consultative and representational services with clients, stakeholders and partners.

One (1) Chief, Management Services, (staff of 8) is responsible for the provision of all management services (e.g. administration, human resources, finance, planning, informatics, security) for the HRCC and for the coordination of these activities with the LHRCs in the geographic zone, as well as with the Region's functional groups.

NATURE AND SCOPE

The Region is accountable for the regional and local delivery of all programs and services of two distinct departments involved in socio-economic and related fields concerning the optimal employment and the social and economic development of Canada's human resources capital through labour market and social programs and activities, workplace skills development and lifelong learning, and income benefits and security.

To respond to one of the government's priorities to improve service delivery to Canadians and to enhance their access to the full range of services, regional programs and services are delivered through an SDN. The SDN fundamentally affects both the service vision and philosophy of departments, their business lines and approaches, structures, partnership arrangements, employee orientation and utilization, and management and accountability frameworks. The SDN stems from the integration of segmented service delivery points into a network of full-service HRCCs, supplemented by electronic kiosks (self-service access for clients through enhanced electronic and informatics applications), partnership arrangements with provincial and municipal levels of government, private sector entities, NGOs, community associations and other third-party delivery agents.

It is in this context that the Director, HRCC, develops the policy and accountability frameworks and the strategic, business and operational plans and associated resource requirements for the HRCC and its geographic zone. The incumbent interfaces proactively and extensively with client groups and officials of provincial, territorial and municipal governments; private sector entities; NGOs; community associations; and other stakeholders and partners. In this role, the Director promotes federal and departmental priorities and approaches, and educates and informs stakeholders about evolving delivery orientations and activities. It is crucial to the success of the SDN that it is understood and accepted by all partners, clients and key stakeholders, and that their involvement in policy and program formulation or revision is obtained to ensure their buy-in, especially

for those program areas where co-delivery through partnerships is sought or where there is devolution of delivery through arrangements with other stakeholders.

Operating in a mini-Region context, the Director plays a key role as the departmental local "change agent" for the HRCC and the assigned zone. He or she exercises leadership in ensuring the successful transition to new service delivery approaches and business lines and to new ways of doing business when necessary. This requires the strategic use of informatics and electronic communication, which are essential for the successful implementation of the interactive kiosks and other self-service access mechanisms involving the telephone, television and computers—all part of the SDN. The incumbent has significant accountability for responding to enquiries on all aspects of service delivery, communicating with the HRCC's publics and the media, and delivering the full range of management services within the assigned HRCC and zone.

The Director conceptualizes, negotiates, develops and implements an accountability framework within the HRCC's geographic zone, including the development of results-based reciprocal accountability agreements, optimum program delivery service levels, and performance indicators. The incumbent plans and manages the work of the HRCC and the satellite LHRCs, with particular emphasis on creativity and innovation to ensure the credibility of service delivery and policy or program proposals.

The Director is a member of the Regional Management Team and is responsible for raising all issues concerning the operation of the SDN concept in the assigned geographic zone. He or she shares with the other Directors best practices and the results of new service delivery and partnership arrangements. All members of the Team must agree on the general principle governing the implementation of national and regional priorities. The Director is expected to sponsor and seek consensus on policy and program initiatives that have regional or national implications.

The Director represents the departments on interdepartmental, intergovernmental and other federal fora concerning issues related to the assigned portfolio. There are regular contacts with officials of other government departments (OGD) (e.g. the Atlantic Canada Opportunities Agency, Western Economic Diversification, Canada Economic Development for the Quebec Regions, the Department of Finance Canada, the Privy Council Office, Fisheries and Oceans Canada, Industry Canada) and from provincial, territorial and municipal governments regarding the development and implementation of new policy and program activities that cross jurisdictions, or the harmonization of business activities and approaches. The Director has extensive contact with the Department's clients, partners and stakeholders and third-party service delivery agents in the zone to seek their input with respect to corporate priorities, service standards and performance indicators; to influence their priorities and overall planning; and to harmonize short-, medium- and long-term strategic approaches, perspectives and objectives.

DIMENSIONS (Constant Dollars)

FTEs:	115
Operating budget:	$960,000

SPECIFIC ACCOUNTABILITIES

1. Provides leadership and management for all policy and program activities associated with the management of the SDN concept and other service delivery arrangements for the assigned HRCC, its geographic zone, and for satellite LHRCs and kiosks. Contributes to the development of departmental policies affecting the SDN.

2. Develops innovative and cost-effective partnership and service delivery arrangements, establishes proactive consultation networks to communicate the Department's strategic orientation and to provide feedback on service delivery issues from officials and representatives of client groups, provincial, territorial and municipal governments, the private sector, NGOs, community associations and other interest groups.

3. Develops and implements dynamic and flexible strategic, business and operational plans for the HRCC, its geographic zone and other service delivery components, and contributes to formulating these plans for the Region, as well as to influencing the development of national priorities and plans at the corporate level.

4. Develops, implements and monitors policy, procedural, performance measurement and accountability frameworks that reflect national and regional macro-service delivery goals, including performance indicators and service agreements, to review and measure the achievement of program and service delivery objectives by the HRCC, its satellite LHRCs, partners and other third parties in program components of the SDN.

5. Inculcates in the HRCC and its assigned geographic zone the departmental service vision and philosophy, business approaches and service delivery principles, and manages the changes in structures, programs, services, employee orientation and utilization, and resource management.

6. Leads or participates in regional or national projects and represents the departments on a number of high-profile committees, task forces and working groups in areas such as employment, labour market research, planning and forecasting, labour standards, occupational health and safety, income support, pensions, EI and a variety of loan programs.

7. Provides advisory services, strategic options, position papers and briefing material for senior management in the Region and for the corporate executive offices.

EVALUATION RATIONALE

Director, Human Resources Centre Canada

KNOW-HOW

F Extensive knowledge of the provisions and regional and departmental applications of income support, pensions, labour and occupational health and safety legislation and regulations and directives; in-depth knowledge of labour standards, labour market planning, forecasting, adjustments and information, and of local and Aboriginal labour force, market and opportunities, as well as of socio-economic conditions and factors affecting the labour market in the assigned geographic zone; and the techniques and skills to establish effective business linkages and interfaces with OGDs, provincial and territorial governments, labour associations and other external clients, stakeholders and partners.

III Operational planning, coordination and management of the full range of departmental programs and services for the assigned geographic zone and its satellite operations and services; harmonization of new service initiatives and regional files with other HRCCs in the specific sub-regional geographic zone.

3 Achievement of objectives requires acting as an agent of change in the internal culture and orientation of the assigned programs and employees, and conducting representational activities with OGDs, other levels of government, the private sector, educational institutions, and external clients and partners.

460 The number selected reflects the operational role of the position in a specific geographic zone within the larger regional context, and the tendency of objectives and end results to be related.

PROBLEM SOLVING / THINKING

E Thinking within advisory parameters established for sub-regional initiatives in several fields of social and economic relevance, requiring adaptation to local labour market conditions and to economic, social and cultural pressures and diversity.

4	Analytical, interpretive, evaluative and constructive thinking is required to determine new service delivery and management frameworks and processes that must meet the requirements of two distinct departments and factor in the positions, policies, processes and priorities of their respective partners and clients.
(50) 230	High percentage reflects the wide span of program activities and services and the need to establish and deliver mechanisms, processes and systems with a particular emphasis on partnerships and third-party delivery.

ACCOUNTABILITY / DECISION MAKING

E	Reporting to the DG, Service Delivery, from whom advisory services are received on issues of a sub-regional nature or for national or regional files involving several HRCCs, is accountable for consistent and timely day-to-day service delivery and related systems and processes of the assigned HRCC.
2P	The position has a primary impact on the activities of the HRCC as represented by a proxy of $960K (constant dollars)
230	High number reflects the proxy selected and the latitude of the position in establishing the strategic, business and operational plans for the HRCC's geographic zone.

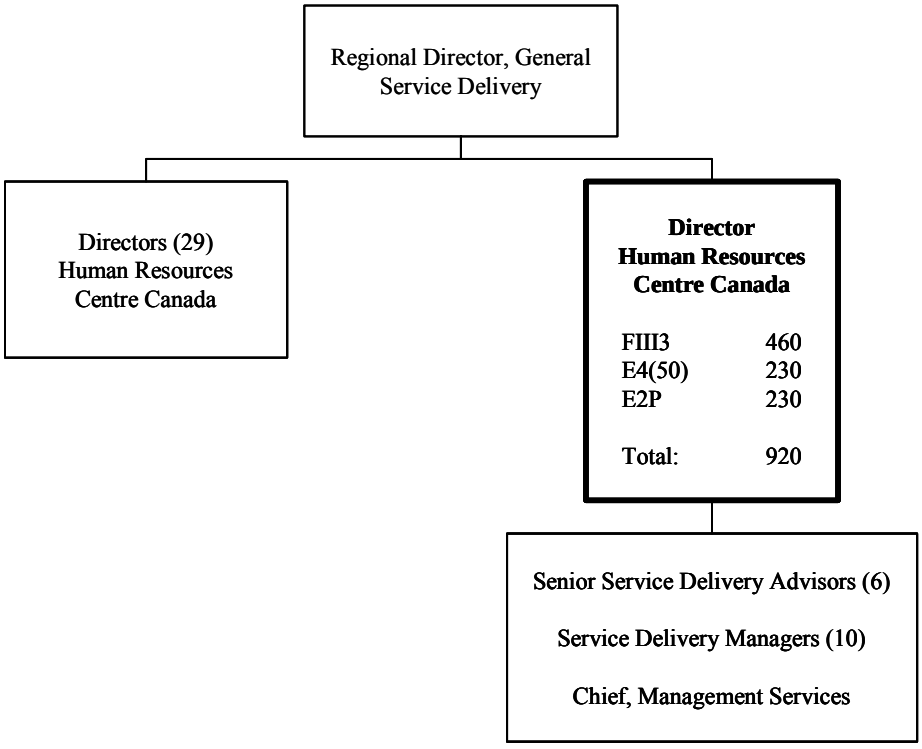
SUMMARY

FIII3	460	E4(50)	230	E2P	230	=	920	0

DIRECTOR

HUMAN RESOURCES CENTRE CANADA

NUMBER: 4–A–1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-A-2

POSITION TITLE: Director, Housing and Equipment

GENERAL ACCOUNTABILITY

Is accountable for providing professional and managerial leadership for the development and delivery of a variety of programs related to the promotion of energy efficiency and for ensuring that those programs have the desired climate change-related outputs and outcomes.

ORGANIZATION STRUCTURE

This position is one of six positions at the third managerial level reporting to the Director General, Office of Energy Efficiency. The others are Director, Transportation Energy Use Division; Director, Demand Policy and Analysis Division; Director, Program Delivery Analysis; Director, Industrial Programs Division; and Director, Building Programs Division.

Specific functions of the positions reporting to the Director, Housing and Equipment, are as follows:

Chief, Equipment Standards and Labelling, (staff of 21) is responsible for the development and management of incentive and regulatory initiatives to promote and assist sustainable economic development related to the energy-consuming equipment manufacturing sector and for the management of complex research and analysis of markets, technologies and trade patterns of the energy-using equipment industry, and of trade and regulatory issues.

Chief, Housing Programs, (staff of 23) is responsible for the conception, design, planning, organization and management of energy-efficient housing initiatives for the residential construction, renovation and related manufacturing and retail sectors, and for the promotion of the Department's sustainable development and climate objectives.

Coordinator, Aboriginal and Northern Communities Energy Efficiency, is responsible for the development and management of initiatives to promote energy efficiency activities that address climate change in Aboriginal and northern communities.

NATURE AND SCOPE

The Department's mandate is to advance the development of Canada's economy by providing expert scientific and economic knowledge to Canadians and by promoting both the sustainable development and use of the country's natural resources and the competitiveness of the energy, forest, mining, geomatics and geoscience sectors, working in partnership with all levels of government, universities, research institutes, the private sector and international organizations.

It is in this context that the Director, Housing and Equipment, provides leadership in increasing the efficiency of energy use in Canada, thereby contributing to the limitation of greenhouse gas emissions, the achievement of other environmental improvements, the expansion of the domestic supply of related products and services, and the competitiveness of Canadian industry through the use of regulations and standards and the promotion of energy efficiency in the residential construction and renovation sectors, in energy-using equipment and in Aboriginal and northern communities.

The Director maintains the inventory of related minimum energy efficiency performance and labelling requirements and manages the creation of regulations regarding requirements for additional products. The incumbent maintains enforcement and monitoring capabilities to ensure that current product standards on energy efficiency are respected. The Director develops and implements promotional and information material in support of regulatory and labelling programs.

The Director plays an important role in improving the energy efficiency of energy-using equipment in the residential sector through the regulation of energy performance and through energy performance labelling by ensuring that the performance standards developed are met and yet do not economically disadvantage consumers. The Director regulates energy performance levels for certain energy-using equipment in the commercial/industrial sector, where the equipment is less standardized than in the residential sector. The incumbent develops and manages the delivery of a variety of programs related to energy efficiency for equipment and for new and existing houses and ensures that they have the desired climate change-related outputs and outcomes.

The Director directs the development of effective regulatory instruments, policies, standards, processes and procedures related to the housing construction and housing renovation sectors by working in partnership with the National Research Council and with other jurisdictions to develop the Model National Energy Code for Houses, which provides for minimum levels of energy efficiency. The Director acts as a catalyst to encourage provincial and local authorities to adopt the Code.

A challenge for the Director is to achieve results in areas for which demand greatly exceeds the funds available. Furthermore, because the regulation of housing construction is also a provincial responsibility, partnerships must be forged with the provinces and territories, as well as with other stakeholders, such as the National Research Council, the Canada Mortgage and Housing Corporation, trade associations, municipalities and non-government organizations, to make energy efficiency programs a success. Other challenges for the Director are to augment regulatory programs with information outreach or education programs and incentive programs in order to achieve energy efficiencies and the need to rely on voluntary programs in order to achieve results.

The Director must build partnerships with the provinces and territories to harmonize regulations in order to ensure that they are consistent across Canada and with the regulations of trading partners. A challenge for the Director is to maintain good relations between the Department and influential associations, such as the Canadian Home Builders' Association, the Canadian Gas Association, the Canadian Electricity Association and the Canadian Window and Door Manufacturers Association.

The Director lays the groundwork for achieving climate change objectives by negotiating partnerships with stakeholder groups, such as provincial utilities, provincial and territorial governments, Aboriginal authorities, builders' associations, manufacturing associations, consumer groups, non-government organizations and private companies, and by leading them toward the achievement of enhanced energy efficiencies. The incumbent must meet climate change objectives while fostering the economic development of energy-consuming industries by developing minimum performance regulations governing imports and interprovincial trade so that industry is supplied with products that meet economic efficiency criteria.

The Director sits on several committees, such as the government-industry housing builders' committee, the Canadian Electricity Association Task Group on Energy Management and the Canadian Gas Association Demand Side Management Workgroup. The Director, as a member of the Interdepartmental Public Education and Outreach Working Group, contributes to the development of consumer and residential public outreach initiatives on energy efficiency.

DIMENSIONS (Constant Dollars)

FTEs:	47
Operating budget:	$2.2 million
Grants and contributions:	$1.0 million

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership for the development of broad strategies to increase the penetration and use of energy efficiency technologies and practices in the housing and energy-using equipment sectors in order to contribute to achieving Canada's climate change objectives.

2. Develops and manages the delivery of a variety of programs related to energy efficiency for equipment and for new and existing houses, and ensures that they have the desired climate change-related outputs and outcomes.

3. Manages the conceptualization and implementation of regulations and standards on energy efficiency and manages industry compliance with them; oversees the effort to encourage the adoption of the Model National Energy Code for Houses; and ensures harmonization of provincial, territorial, federal and international regulations.

4. Negotiates agreements and forges partnerships with provinces and territories, Aboriginal authorities, utilities, industry associations, retailers and other stakeholders to leverage federal money; and uses the federal presence to promote energy efficiency with respect to energy-using equipment and housing construction and renovations and to obtain input during the formulation of regulations and initiatives.

5. Manages the development of content for publications about the programs and plays a policy and advisory role in outreach and education activities.

6. Leads or participates in a number of committees to achieve increased energy efficiency in consumer and industrial products, in the construction of houses and in the renovation of homes.

EVALUATION RATIONALE

Director, Housing and Equipment

KNOW-HOW

F Extensive professional knowledge of policies, theories and practices related to science and technology in the area of energy efficiency; in-depth professional knowledge of the Department's mandate, objectives and programs with respect to energy efficiency, climate change and sustainable development; in-depth knowledge of policies, principles and practices relating to the energy-using equipment, housing and building construction and renovation industries; and in-depth professional knowledge of housing standards and energy incentive programs, and of the development and management of energy efficiency programs and outreach initiatives.

III Conceptual and operational management of the development and implementation of programs, standards and outreach and education initiatives requiring coordination across provinces, among Aboriginal and northern communities and municipalities, as well as with the construction industry, building associations and consumers groups.

3 Successful achievement of objectives requires forging partnerships with all levels of government, research institutes, the housing and industrial sectors and consumer groups to promote energy efficiencies, to encourage them to enforce energy consumption standards and regulations and to secure their commitment to and ensure consistency in the achievement of energy efficiency goals.

460 Lowest number reflects the focus on the end result and the relatedness of the activities managed.

PROBLEM SOLVING / THINKING

F Thinking is done within broad government policy and industry objectives and practices to achieve energy efficiency objectives while preserving the sustainable economic development of industries and contributing to climate change priorities and objectives.

4 Analytical thinking is required to develop housing and energy-using equipment standards, codes and programs, including incentive programs, harmonized with provincial and territorial standards and regulations to promote energy efficiencies in support of climate change and sustainable objectives.

(50) 230 Percentage reflects the requirement to integrate the housing and equipment fields of activities into the broader energy efficiency, climate change and industry economic sustainability objectives, as well as the analytical and evaluative thinking required to develop new standards and codes and to promote their use by all provincial, territorial, municipal and industry stakeholders.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, Office of Energy Efficiency, works within defined direction. Is accountable for collaborating with peers in the energy efficiency portfolio to harmonize activities under provincial or territorial jurisdiction.

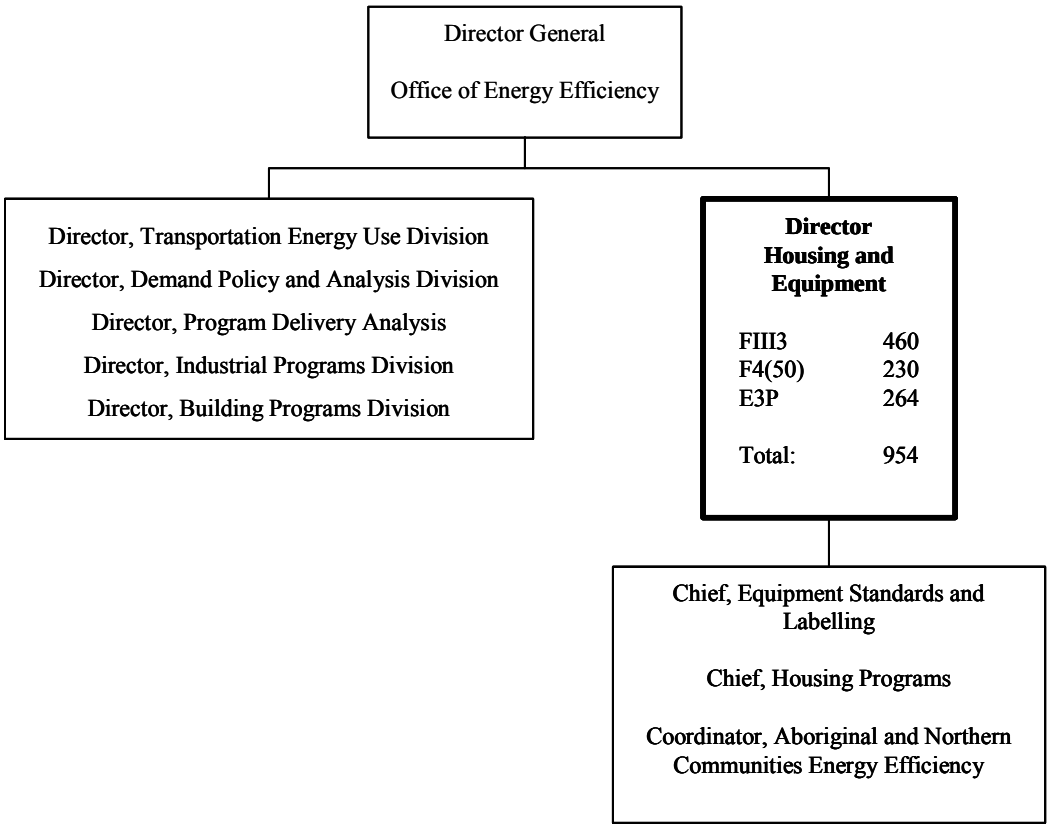
3P Primary impact on the Division's activities. The proxy selected is represented by an operating budget of $2.2 million (constant).

264 Middle number is representative of the budget size and of the solid contribution of the position's areas of activities to the overall Energy Efficiency Program.

SUMMARY

FIII3 460 F4(50) 230 E3P 264 = 954 A1

DIRECTOR,
HOUSING AND EQUIPMENT
NUMBER: 4–A–2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 10-B-1

POSITION TITLE: Assistant Deputy Minister, Claims and Indian Government

GENERAL ACCOUNTABILITY

Is accountable for the negotiation and settlement of comprehensive, specific and special claims, and self-government agreements in respect of Aboriginal rights and for the Department's position on litigation against the Crown or where the Crown is impugned, to enhance the government's capacity to meet its constitutional obligations to First Nations.

ORGANIZATION STRUCTURE

This is 1 of 15 positions at the first managerial level reporting to the Deputy Minister. The others are the Assistant Deputy Minister (ADM), Northern Affairs; the ADM, Lands and Trust Services; the ADM, Policy and Strategic Direction; the ADM, Corporate Services; and the Director, Departmental Secretariat. In addition, there are 9 Regional Directors General reporting to the Deputy Minister.

Specific functions of the positions reporting to the ADM, Claims and Indian Government, are as follows:

Director General, Comprehensive Claims, (staff of 45) is responsible for developing the comprehensive claims program and funding arrangements; and overseeing the claims process and tri-partite claims negotiations and resolution.

Director General, Self-Government Negotiations, (staff of 55) is responsible for the negotiation of self-government agreements across Canada to implement government policy regarding the inherent right of self-government; and ensuring that proper legislation, implementation plans and financial transfer agreements are put in place to ensure that Canada fulfills its obligations under the agreements.

Director General, Claims Implementation, (staff of 40) is responsible for the negotiation of implementation agreements; representing the Government of Canada on multi-stakeholder implementation committees created and mandated through land claim agreements and implementation plans; and directing the financial coordination, monitoring and reporting activities required for the implementation of claim settlement and related self-government agreements.

Director General, Specific Claims, (staff of 59) is responsible for the management of all specific claims activities, including the identification, study, development and implementation of new government policies and changes to existing policies.

Director, Research and Assessment, (staff of 6) is responsible for the development of broad frameworks, criteria and standards for the review, research and assessment of all claims; for extensive consultation across the sector for the identification of research needs and the development of strategies to anticipate and meet those needs; and for the management of extensively outsourced research services.

Director, Litigation Support, (staff of 5) is responsible for developing the Department's position on litigation where the Department is impugned and on all litigation that the Department brings against others; for developing strategic case management frameworks; for developing litigation policies and procedural frameworks; and for developing mediation and alternative dispute resolution policies and service delivery mechanisms.

NATURE AND SCOPE

The Department is responsible for two separate yet equally important mandates: meeting the federal government's constitutional, treaty, political and legal responsibilities to First Nations, Inuit and Notherners; and supporting First Nations and Inuit in developing healthy, sustainable communities and in achieving their economic and social aspirations.

The ADM is accountable for leading federal efforts that will lead to ministerial direction to review and settle existing and potential claims of all kinds (comprehensive, specific, special claims and self-government agreements). In meeting this challenge, which is a government priority, the incumbent is called upon to lead the development and implementation of strategies, approaches and initiatives to settle outstanding Aboriginal claims through a fair and equitable process. The incumbent must lead the negotiation and settlement of claims, which represent 20% of the provincial land mass and are further complicated by Canada's vast geography and associated economic, cultural and political diversity.

The ADM ensures that a multitude of public and private interests are respected in the resolution of these claims, which can cover rights to land-based territory, offshore areas, land use, subsurface rights, environmental management, resource revenue-sharing, economic development and other areas defined during the preliminary negotiation phase. In developing and advancing the government's position with respect to comprehensive claims, the incumbent must take into account the broad scope, high visibility and significant impact that the claims have on Aboriginal and non-Aboriginal peoples alike. The incumbent must assess the impact of the government's position with respect to the comprehensive claims that cover half of Canada's landmass, include areas densely populated by non-Aboriginal peoples, and involve complex federal-provincial/territorial issues.

The Assistant Deputy Minister is accountable for ensuring results-oriented management of specific claims, which arise when the government has not fulfilled its obligations under treaties, the Indian Act or other agreements. In developing the government's position with respect to each specific claim, the incumbent oversees negotiations with each province—which provides the land—and the review and renewal of specific claims policy, in the context of the entire array of departmental and governmental policies governing the claims process.

In addition to the domestic impact, self-government agreements have significant international implications for Canada because Aboriginal groups have observer status on United Nations committees and are pursuing the recognition of rights through international law and other international processes.

As the government focal point for the resolution of both comprehensive and specific claims, the ADM faces a significant challenge in managing the intricacies of self-government negotiations in a modern federation and in ensuring harmony in the relations and efforts of the federal and Aboriginal governments. The incumbent develops partnership arrangements with the Department of Justice for the development and defence of the departmental legal position on policy and technical issues, or on litigation against the Crown, where the Department is impugned, and all litigation that it brings against others. The incumbent makes difficult and politically sensitive decisions to terminate unproductive negotiations.

The ADM manages a broad range of implementation activities. The incumbent must ensure that discrete implementation plans are negotiated and mirror the spirit and intent of the terms and conditions of negotiated agreements and that the Institutions of Public Government and other implementing bodies established to administer the resource co-management rights operate with probity and fulfill their obligations in terms of managing funds and delivering the program for which they were formed. The ADM develops an overall strategy; advises on contentious policy questions; represents the Department's positions to central agencies and other government departments, the provinces and territories, private sector interests, the Minister, Cabinet and parliamentary committees; and establishes a climate conducive to productive negotiations. In meeting this challenge, the incumbent is called upon to develop and implement strategies, approaches and initiatives to address public policy issues that have received more intense public, political and media attention against the backdrop of recent disputes and high-profile situations.

The ADM is given broad latitude by the Deputy Minister in decision-making, particularly in providing a response capacity for high-profile and frequently sensitive claims negotiation or litigation cases that are of concern to the Minister and could be a source of embarrassment to the government if not handled strategically. The incumbent provides expert, sound and immediate advice on complex and/or contentious issues relating to comprehensive and specific claims to the Minister, Deputy Minister and central agency executives.

As the spokesperson for the Minister and the government on claims and self-government issues, the ADM uses expert interpersonal skills to serve as an advocate, mediator and diplomat. At the political level, the incumbent appears before a number of parliamentary committees and at caucus meetings. He or she also is expected to promote and defend departmental strategies and priorities in the regions and with provincial and territorial governments, especially as regards devolution and cost-sharing issues. The incumbent is required to broker resolution to conflicting agendas and complex policy and program inconsistencies and to network with other government departments to resolve conflicts with respect to responsibility for First Nations, the use of renewable and non-renewable resources, co-management arrangements and fiduciary responsibility.

As the Department's most senior authority on comprehensive claims issues, the incumbent consults and confers extensively among the Department's Executive Group to provide authoritative advice and recommendations. In a collegial manner, represents and asserts the government's position on Aboriginal claims policy across all sectors. The incumbent plays a key role in policy decisions made by the Deputy Minister and Minister and, consequently, has substantial influence on the federal government's directions in relation to forging a new relationship with the Aboriginal peoples of Canada.

DIMENSIONS (Constant Dollars)

FTEs:	210
Operating budget:	$7.3 million
Claims contingency liability:	$1.2 billion

SPECIFIC ACCOUNTABILITIES

1. Promotes a productive climate for claims negotiation by coordinating departmental and other federal interests to advance the government's agenda for the resolution of comprehensive and specific claims made by Aboriginal peoples.

2. Leads the development of plans, policies, strategies, systems, budgets and criteria to facilitate the equitable and timely settlement of comprehensive, specific and special claims and self-government agreements.

3. Exercises leadership in establishing relationships of trust and integrity in the negotiation process by brokering agreements between federal, provincial/territorial Aboriginal groups and other stakeholders and by facilitating greater media and general public understanding of claims policies, processes and issues.

4. Oversees the effective implementation of negotiated agreements, monitoring of funding arrangements and financial transfers, and the establishment of Institutions of Public Government.

5. Represents the Department at conferences and in negotiations and consultations with Aboriginal groups, other levels of government, and other departments and interest groups.

6. Provides authoritative advisory services to the Departmental Executive Committee and to the Minister and Deputy Minister on claims and Aboriginal government issues and on the management of crisis situations and highly visible and politically sensitive issues.

EVALUATION RATIONALE

Assistant Deputy Minister, Claims and Indian Government

KNOW-HOW

G Mastery of the variety, complexity, interrelationships and interdependencies of issues surrounding Aboriginal claims; and in-depth knowledge of the federal government's objectives, the broad constitutional and legal implications of political, social and economic developments across Canada as they relate to Aboriginal groups, and of the machinery of government processes related to claims settlement and self-government negotiations.

IV Manages the Department's participation in litigation related to claims settlement and Indian self-government activities and provides federal leadership in guiding and harmonizing all related federal initiatives and activities.

3 Successful achievement of objectives requires the incumbent to ensure harmony in the relations between and efforts of the federal and Aboriginal governments and to broker agreements between federal, provincial/territorial and other stakeholders.

1056 The high number reflects the complexity and the horizontality of the issues managed and the leadership skill required to resolve contentious issues through fair and equitable processes.

PROBLEM SOLVING / THINKING

G Thinking within broadly defined concepts and the politico-legal framework provided by the government's Agenda for the settlement of claims in the development of policy and program initiatives and the harmonization of federal and provincial strategies, policies and approaches.

4 Significant analytical, interpretative, evaluative and constructive thinking is required to manage the intricacies of claim settlement and self-government negotiations in a modern federation, and to ensure that legal and constitutional requirements are met in the relations between and efforts of the federal and Aboriginal governments.

(66) 700 High percentage reflects the uniqueness of the challenge of each claim and the requirement to embody constitutional and legal considerations in their settlement.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, operates with only general guidance in carrying out policy and program responsibilities. As the Department's most senior authority on comprehensive claim issues, shapes and represents the government's position on Aboriginal claims policy across all sectors.

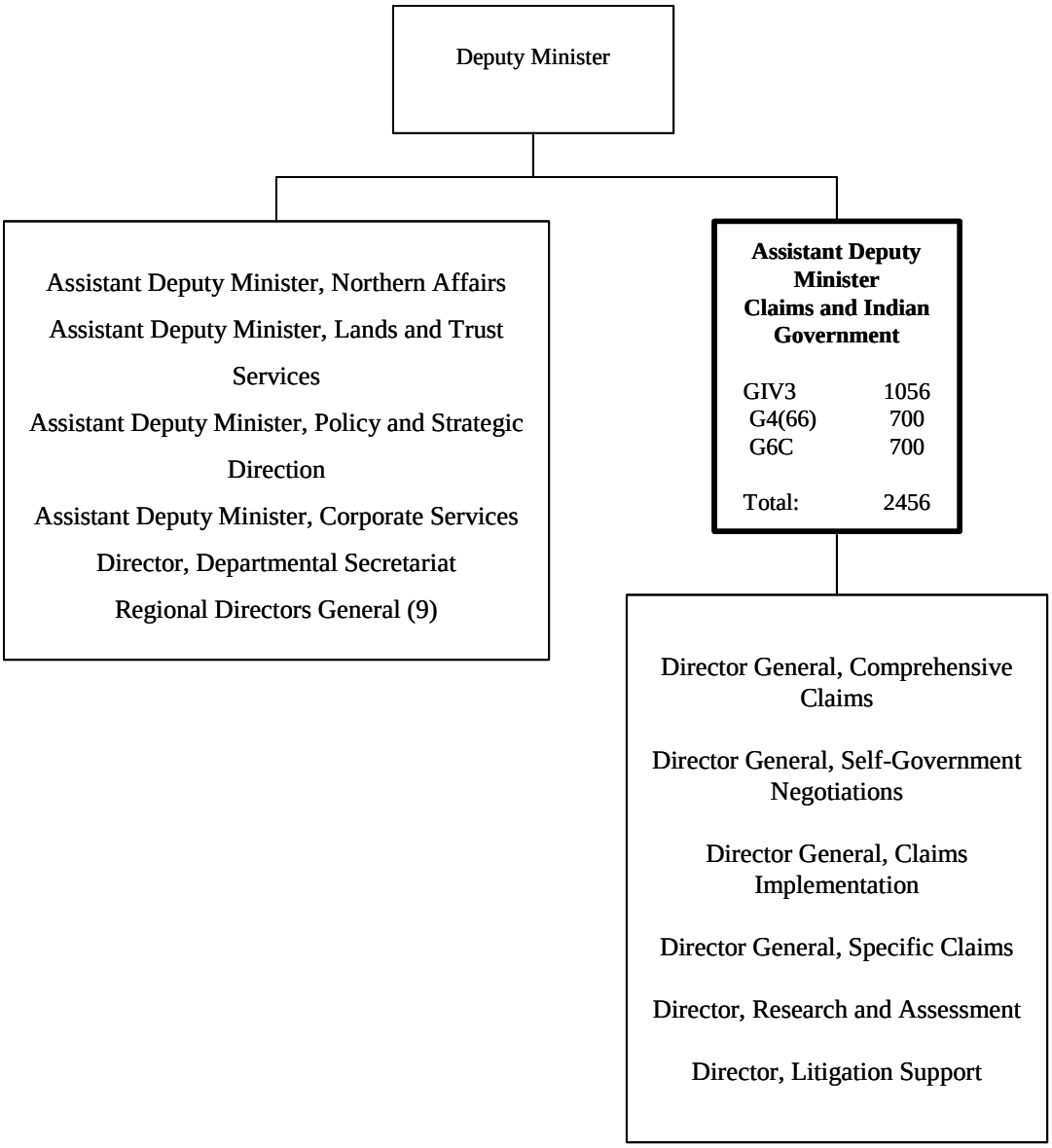
6C Contributory impact on the results of the negotiation process. The proxy selected is a contingency and settlements liability proxy of $1.2 billion (constant).

700 Low number is consistent with the position's government-wide harmonizing role in claims and self-government settlements and the size of the proxy selected.

SUMMARY

GIV3	1056	G4(66)	700	G6C	700	=	2456	0

ASSISTANT DEPUTY MINISTER
CLAIMS AND INDIAN GOVERNMENT
NUMBER: 10 – B – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 9-B-1

POSITION TITLE: Assistant Deputy Minister, Operations

GENERAL ACCOUNTABILITY

Is accountable for directing the implementation of citizenship and immigration legislation and regulations and for developing and implementing operational policies, strategies, plans, guidelines, standards, processes and procedures for the delivery of the Department's citizenship, settlement, selection, integration, enforcement and refugee programs through foreign missions and domestic regional offices.

ORGANIZATION STRUCTURE

This is one of nine senior executive positions at the first level reporting to the Deputy Minister. The others are Assistant Deputy Minister (ADM), Human Resources; ADM, Policy and Program Development; ADM, Strategic Directions and Communications; ADM, Centralized Service Delivery and Corporate Services; Assistant Deputy Attorney General; the Ombudsman; the Global Case Management System Business Executive Director; and the Director, Client Service Project.

Specific functions of the senior positions reporting to the ADM, Operations, are as follows:

Five Regional Directors General (Atlantic; Quebec; Ontario; Prairies and Northern Territories; and British Columbia and Yukon) (total staff of 2,549) each is responsible for developing and implementing regional operational policies, guidelines, processes and procedures for the delivery of the Department's citizenship and immigration legislative, regulatory and program responsibilities for an assigned geographical area.

Director General International Region, (363 Canadian staff, plus approximately 1,000 locally engaged staff) is responsible for developing and implementing operational policies, guidelines, processes and procedures governing all aspects of the Department's immigration legislative, regulatory and program operations abroad, including immigrant and refugee selection, visitor visa screening, student and temporary workers programs, intelligence gathering and interdiction of illegal migration, liaison and reporting, and development and coordination of security control and enforcement functions overseas.

Director, Strategic Operations, (staff of 14) is responsible for developing and recommending strategic operating plans and processes for the Operations Sector and for monitoring their implementation.

NATURE AND SCOPE

The Department is assigned by Parliament the responsibility for the administration of both the Citizenship Act and the Immigration Act and for the administration of regulations issued under those two acts. Its objective is to ensure that the movement of people into Canada and membership in Canadian society contribute to Canada's social and economic interests while protecting the health and safety of Canadians.

The Department provides policy advice on appropriate measures to conserve Canada's international image as one of the few countries in the world with an open immigration policy, while preventing potential threats to the security and peace of the country.

The ADM, Operations, provides corporate leadership for the implementation of citizenship and immigration legislation and regulations.

The ADM is responsible for developing and implementing operational policies, strategies, plans, guidelines, standards, processes and procedures for the delivery of the Department's citizenship, settlement, selection, integration, enforcement and refugee programs. The incumbent ensures cost-effective delivery of the Department's programs and services through domestic regional offices and through Canada's missions abroad with a view to enhancing the efficient, consistent and transparent delivery of the Department's operations and exercise of decision-making authorities. Programs and services are delivered through five domestic regional offices, 150 Canada Immigration Centres and through 70 international points of service abroad. Centralized program delivery is managed from the National Capital Region (NCR), which includes the management of three centralized processing centres located outside the NCR.

The ADM is responsible for ensuring that the operational policy framework and national performance standards are consistent with the Department's strategic policy objectives. This responsibility requires the incumbent to ensure that operational groups have input into the development of strategic directions and policy and that appropriate functional direction is incorporated into the Sector's work processes.

The ADM develops and implements strategies and mechanisms that facilitate the admission of legitimate students and temporary workers, among other people, while preventing entry of inadmissible persons, in accordance with immigration legislation. The incumbent ensures that non-immigrants meet all requirements for obtaining visas and that the required fees are collected. He or she directs reporting

and liaison on comparative immigration and refugee policies and programs of foreign countries; and on specific events related to international migration, such as hostilities and natural disasters. In consultation with stakeholders in the Department and other federal government departments, he or she also develops operational strategies for dealing with those events. The ADM ensures that the immigration levels set by Cabinet are met. This requires the incumbent to direct assessments of the capacity of the network of posts abroad, and to develop and implement resourcing strategies to manage the intended level.

The ADM is called upon to provide authoritative advice and recommendations to the Minister, the Deputy Minister, the Associate Deputy Minister and the Executive Committee, based on a sound assessment of the domestic and international environment, the anticipation of emerging issues and the provision of timely advice and leadership. The incumbent is also responsible for ensuring, directing and leading substantive dialogue, consultations and negotiations with provinces, territories, non-governmental organizations, stakeholders and other government departments, including central agencies and international organizations. He or she presents the views and policy positions of the Minister and the Deputy Minister at conferences, negotiations, and consultations with other levels of government, organizations, institutions, clients, stakeholders and interested parties.

A major challenge for the ADM is to lead the development and implementation of operational procedures and processes which contribute to protecting the health, safety and security of Canadians; which educate potential new Canadians about the rights, value and responsibilities of Canadian citizenship; and which protect refugees and persons in need of humanitarian assistance. In meeting this challenge, the ADM is required to direct the development and implementation of strategies and initiatives that respond to national and international pressures on Canada, to report on international relations and issues and to ensure that a responsive operational delivery system is in place.

The ADM ensures that appropriate control measures are in place, that alleged abuses of the immigration system are identified and investigated, that the measures for removal and deportation are executed in accordance with the letter and spirit of the Immigration Act and regulations and the Charter of Rights and Freedoms and that suitable support and operational mechanisms are in place for the integration and settlement of immigrants and refugees. The incumbent must ensure that the capacity for operational response to changing national and international situations is enhanced through the use of information management and technology systems and renewed business processes.

As a member of the Departmental Executive Committee, the incumbent participates in identifying departmental priorities and in designing and developing the overarching strategic direction.

The ADM is in frequent contact with senior officials of the Privy Council Office, the Canadian Security and Intelligence Service (CSIS), the Royal Canadian Mounted Police (RCMP), the Canada Revenue Agency (CRA), Foreign Affairs Canada, Human Resources and Skills Development Canada, the Solicitor General and the Department of Justice, as well as with foreign ambassadors, to represent the interests and concerns related to his or her departmental responsibilities. The incumbent is in regular contact with lawyers, consultants and non-governmental organizations involved in immigration and refugee matters to present the Department's views on operations and particular cases and to receive the views of those groups on behalf of the Department with respect to initiatives or cases under consideration by the Minister.

DIMENSIONS (Constant Dollars)

	Sector	Department
FTEs:	2,930	4,442
Operating budget:	$33 million	$59 million
Grants and contributions:	$58 million	$64 million
Capital:		$1.7 million

SPECIFIC ACCOUNTABILITIES

1. Ensures the cost-effective development and implementation of operational policies, priorities, and plans for all aspects of Canada's immigrant, refugee, non-immigrant and citizenship programs.

2. Directs the development and application of national and international performance standards and monitoring mechanisms for legislative, regulatory, policy and program delivery activities under the Citizenship and Immigration Acts.

3. Ensures that Canada's immigration legislation, regulations, policies and programs are delivered effectively abroad to achieve established immigration levels.

4. Directs activities that monitor the operational and policy environment abroad to identify, analyse and report on policies and initiatives of foreign governments related to immigration and refugee matters.

5. Directs the development of outreach strategies and initiatives, ensuring that strategic linkages are maintained with other government departments and stakeholders outside of government, in order to advance the interests

of the Department with respect to the delivery of all programs and services abroad.

6. Provides advice to the Minister and the Deputy Minister on all aspects of the responsibilities falling within his or her mandate and, as a member of the Executive Committee, participates in the major strategic decision-making processes related to the goals, strategies and operations of all departmental programs.

7. Provides leadership in detecting and preventing irregular migrant movements through liaison with the CRA, CSIS, RCMP, transportation companies, national and international agencies and organizations, and foreign governments.

EVALUATION RATIONALE

Assistant Deputy Minister, Operations

KNOW-HOW

G Mastery of government policies and priorities related to social, economic and foreign policy and of the policy and program strategies, priorities and operations of the Department and associated agencies; expert knowledge of changing domestic and international geopolitical circumstances affecting international migrations and their integration into a new cultural environment; and expert professional knowledge of the priorities and policies of other federal departments, provincial, municipal and foreign governments and national and international associations and organizations associated with citizenship, immigration and refugee matters.

IV Manages, initiates, promotes, and coordinates the formulation and implementation of operational policies, procedures and processes to deliver Canadian citizenship and immigration programs abroad and in Canada.

3 Successful achievement of objectives requires the incumbent to provide direction to a large decentralized staff and to manage relationships with a number of stakeholders across and outside the country.

920 Mid-range number reflects the expertise required to provide corporate leadership for the delivery of complex programs abroad and in Canada.

PROBLEM SOLVING / THINKING

G Thinking within the context of governmental and departmental socio-economic priorities regarding immigrants and refugees, as well as citizens and landed immigrants.

4 Evaluative and constructive thinking is required to formulate and implement operational policies and procedures to achieve the Department’s strategic and operational goals in Canada and abroad in the rapidly evolving international geopolitical context.

(66) 608 Higher percentage reflects the requirement of the position to deliver the Department’s programs domestically and abroad.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, the position ensures that the Department develops cost-effective, operationally sound strategies and initiatives to deliver immigration and citizenship programs abroad and in Canada.

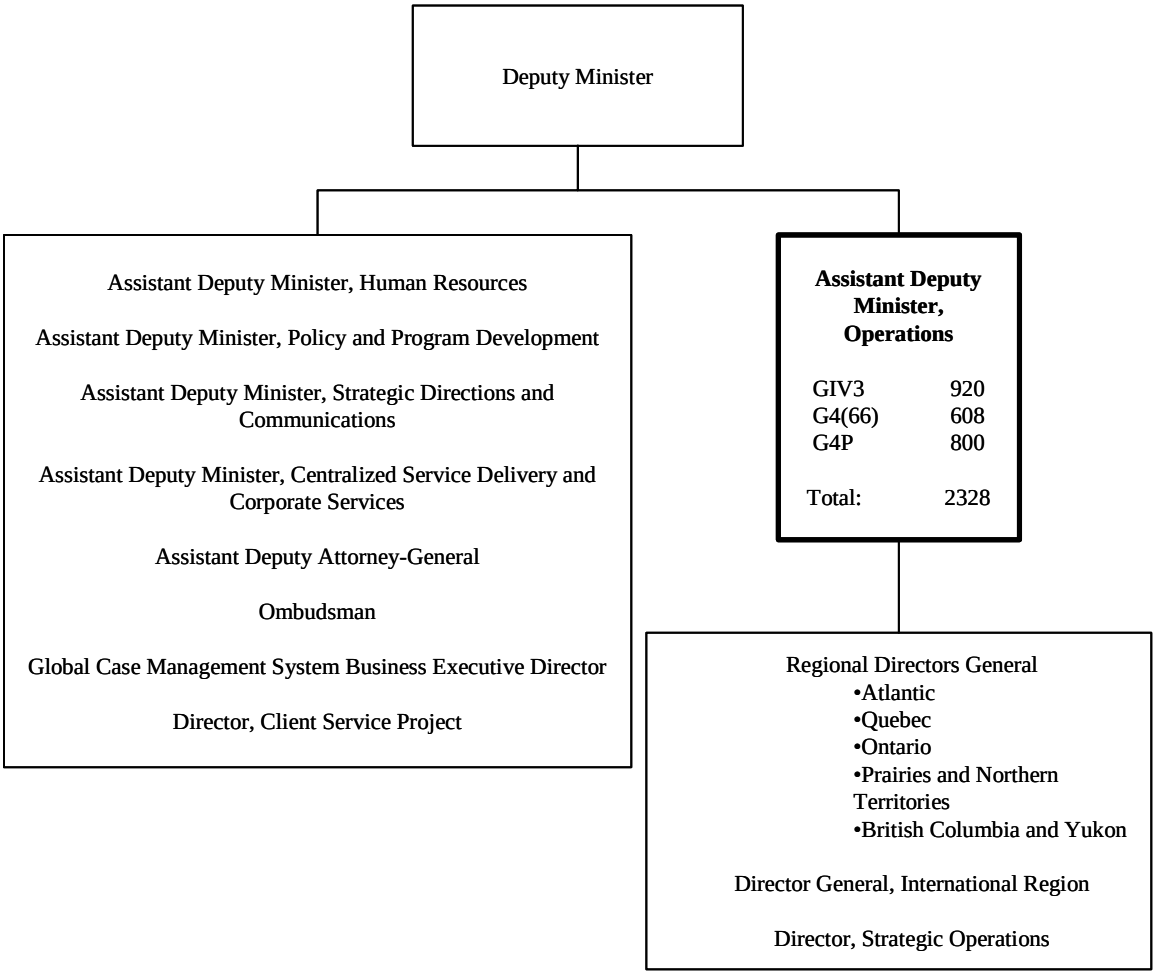
4P The position has a primary impact on all activities undertaken by the Department to deliver its programs domestically and abroad. The proxy used to represent these activities is the Sector operating budget of $33 million (constant).

800 Mid-range number reflects budgetary magnitude and the autonomy of the position in managing the delivery of the Department's programs and services domestically and abroad.

SUMMARY

GIV3	920	G4(66)	608	G4P	800	=	2328	A2

ASSISTANT DEPUTY MINISTER
OPERATIONS
NUMBER: 9 – B – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 9-B-2

POSITION TITLE: Assistant Commissioner, Operations and Programs

GENERAL ACCOUNTABILITY

Is accountable for providing service-wide leadership in the development and implementation of strategies and initiatives for the continuum of activities to actively encourage and assist offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

ORGANIZATION STRUCTURE

This is 1 of 15 positions at the first managerial level reporting to the Commissioner. The others are Senior Deputy Commissioner; Regional Deputy Commissioners (5) (Atlantic, Quebec, Ontario, Prairies and Pacific); Deputy Commissioner, Women; Assistant Commissioner, Performance Assurance; Assistant Commissioner, Communications; Executive Director, Corporate Secretariat; Assistant Commissioner, Corporate Services; Assistant Commissioner, Human Resources; Assistant Commissioner, Policy, Planning and Coordination; and Senior General Counsel.

Specific functions of the senior positions reporting to the Assistant Commissioner, Operations and Programs, are as follows:

Director General, Programs, (staff of 27) is responsible for developing, implementing and monitoring the effectiveness of correctional programs in key program areas such as sex offenders, long–term and short-term offenders; and for developing and monitoring the implementation of strategies, policies, standards and best practices to enhance the Department's capacity in the areas of unit management, occupational development, employment, education, personal development, diversity and multiculturalism.

Director General, Offender Reintegration, (staff of 22) is responsible for developing and monitoring the implementation of risk-assessment tools and sentence-management standards, processes and procedures; for providing leadership in the implementation of corrections strategies; and for developing and maintaining effective liaison with the National Parole Board and the National Joint Committees.

Chief Executive Officer, CORCAN, (staff of 350) is responsible for directing the CORCAN Management Team and for managing all delegated authorities granted to CORCAN. CORCAN is a special operating agency mandated to employ offenders while they are incarcerated, and to aid in their rehabilitation by teaching them new

work skills and attitudes. In addition, CORCAN markets the goods and services produced by offenders to the public sector.

Director General, Operational Support, (staff of 14) is responsible for developing and implementing frameworks, policies, approaches and initiatives for the integration of all institutional and community strategies and plans to support safe release; and for providing advice on major corrections-management issues affecting the mandate of the Department.

Director General, Security, (staff of 17) is responsible for designing, developing and implementing policies, standards and operating procedures to ensure the safety of personnel and offenders in institutions; for developing and promulgating preventive security standards, procedures and practices; for developing and promulgating emergency response team standards and practices; and for managing the operations crisis centre.

Director General, Health Care, (staff of 13) is responsible for developing and implementing strategies, approaches and initiatives to establish and maintain departmental health programs; for developing and implementing strategies and approaches to integrate psychology into programming and intervention initiatives and risk analysis; and for tracking and improving physical and mental health approaches, processes and practices.

Director General, Chaplaincy, (staff of 5) is responsible for developing and implementing strategies, standards, approaches, processes and procedures to enhance the development and delivery of spiritual counselling and services; and for providing leadership in the development and maintenance of volunteer networks.

Director General, Aboriginal Issues, (staff of 8) is responsible for providing analyses and advice on a wide range of corrections management issues related to the cultural and personal characteristics and aspirations of the Aboriginal offender population.

NATURE AND SCOPE

The Correctional Service of Canada (CSC), as part of the criminal justice system and respecting the rule of law, contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

The CSC operates under three levels of management: national, regional and institutional / district parole office. The national headquarters in Ottawa performs overall planning and policy development, while each of the five regional offices implements departmental activities in facilities in its respective region.

It is in this context that the Assistant Commissioner, Operations and Programs, is responsible for providing corporate leadership in developing comprehensive,

integrated approaches to the management of offenders from the time of sentencing through to release into the community. As the CSC's second-ranking officer, the incumbent provides the Commissioner with critical management support in integrating the various elements of the CSC's activities within a comprehensive management framework. The incumbent is responsible for an extremely diverse scope of activities, ranging from the development and promulgation of operational polices and standards to the day-to-day management of major correctional issues.

The Assistant Commissioner provides corporate leadership in the effective management of offenders in institutions and in the community after release on parole. In fulfilling this responsibility, the incumbent provides corporate direction for establishing performance standards, monitoring their implementation at the institutional level and identifying approaches and initiatives for systemic changes. The incumbent is called upon to develop and implement approaches and methodologies for identifying and addressing deficiencies in the federal correctional system, as well as in the management of offenders released into the community.

The Assistant Commissioner provides corporate leadership in identifying priorities, approaches and initiatives for change. The incumbent leads the CSC's business process modernization initiatives and provides direction and support for the formulation, development and implementation of all corporate initiatives in all federal correctional institutions. The incumbent directs the development and implementation of strategies and initiatives to ensure the integration of the Offender Management System within the operational context of the consistent and integrated delivery of the CSC's custodial responsibilities and programs across the Department. The incumbent is responsible for ensuring the development and application of strategies and approaches to integrating the lessons learned from program measurement and research findings into an integrated operational framework for offender custody and rehabilitation both in institutions and in the community.

The Assistant Commissioner draws on the body of expertise available throughout the Department to develop, assess and apply a wide range of operational alternatives to a variety of issues ranging from the spiritual, physical and mental well-being of offenders to their release into society. The incumbent must ensure that the appropriate standards, approaches and tools for dealing with all aspects of the offender population are developed and implemented. This responsibility involves the incumbent in developing and applying a wide range of tracking and monitoring mechanisms related to the assessment and management of offenders under the CSC's responsibility and of their potential risk to themselves, the offender population, and eventually, the population as a whole. The challenge for the incumbent is to ensure that the standards, operational policies, procedures and practices are mutually supportive and are designed to deal with the offender in a holistic manner.

A major challenge for the Assistant Commissioner is to ensure that policies, standards, operations and practices comply with the rule of law. The incumbent ensures that the Department has the capacity to treat offenders within the established legislative, policy and operational frameworks. This responsibility requires the incumbent to be in continual contact with the heads of all federal correctional institutions, as well as with the Commissioner and with senior officials of the National Parole Board and Public Safety and Emergency Preparedness Canada. In addition, the incumbent is called upon to establish and maintain productive working relationships with a variety of non-governmental groups interested in the management of offenders in federal institutions.

DIMENSIONS (Constant Dollars)

FTEs:	460
Operating budget:	$2.4 million
CORCAN national budget:	$10.8 million
Departmental budget:	$241.5 million

SPECIFIC ACCOUNTABILITIES

1. Provides leadership in the integrated management of all custodial and program activities in federal correctional institutions across Canada, ensuring that the management regime is consistent with the legislated mandate and with the corporate strategic vision and mission.

2. Provides leadership in the management of changes required in the correctional system to ensure that the rule of law is followed in every federal institution across Canada and that the physical, spiritual and mental well-being of offenders is attended to in an appropriate manner.

3. Directs the planning and implementation of a review of the business processes and systems and the identification, development and implementation of opportunities to enhance the systemic capacity of the Department to manage its activities effectively and efficiently.

4. Directs the identification of priority items within the corporate agenda and the development of strategies and approaches to address them, ensuring that program measurement and research findings are incorporated into operating standards and practices.

5. Ensures the development of standards, approaches, practices and procedures to protect the safety and security of personnel and offenders in federal institutions and that of the general population in relation to the managed release of offenders.

6. Ensures the development of standards, approaches practices and procedures to support the equitable treatment of minority groups in the offender population.

7. Provides leadership in the management of relations with the National Parole Board and with non-governmental groups interested in offenders' issues.

EVALUATION RATIONALE

Assistant Commissioner, Operations and Programs

KNOW-HOW

G Mastery of the legislative framework and government policies and priorities related to incarceration and rehabilitation, criminal justice and criminal cultural diversity in order to design, develop, adapt and lead the delivery of correctional programs and services by the Department. In-depth knowledge of the legislative framework and mandate of multiple partners in the criminal justice system in order to manage interrelationships and support the government's objectives in relation to the safety and security of Canadians while respecting the rights and entitlement of offenders.

IV Corporate leadership in developing the Department's correctional agenda and in integrating multiple programs to meet the diverse needs of the offender population. Functional direction to a national network of federal correctional institutions and parole districts.

3 Successful achievement of objectives requires the incumbent to work effectively with criminal justice partners and stakeholders in order to identify and resolve safety and security issues, and with CSC staff in order to direct the delivery of national correctional services.

920 Mid-range number reflects the solid knowledge and skills required to develop and manage the delivery of diverse programs and services in a large, geographically dispersed organization.

PROBLEM SOLVING / THINKING

G Thinking within the federal legislative framework and the corporate objectives of the Department to develop approaches and programs to meet evolving offender needs. National and inter-regional issues are addressed within the diverse offender cultural and social constraints while recognizing the inherent hostility of offenders toward staff.

4 Significant analytical, interpretative, evaluative and constructive thinking is required to develop correctional programs and services to address the diverse social, cultural, medical and security needs of offenders, considering a broad criminal cultural diversity, individual rights and entitlement, public safety and security, and legislative and legal requirements.

(66) 608 This higher percentage reflects the challenges associated with developing multi-year program and service priorities while considering the diversity of federal offenders and their associated needs; public and departmental staff safety and security concerns; the operational requirements of a large, decentralized organization; and the unique correctional environment.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Commissioner, the incumbent receives general guidance on policy and program responsibilities and provides operational and program leadership to the Executive Committee.

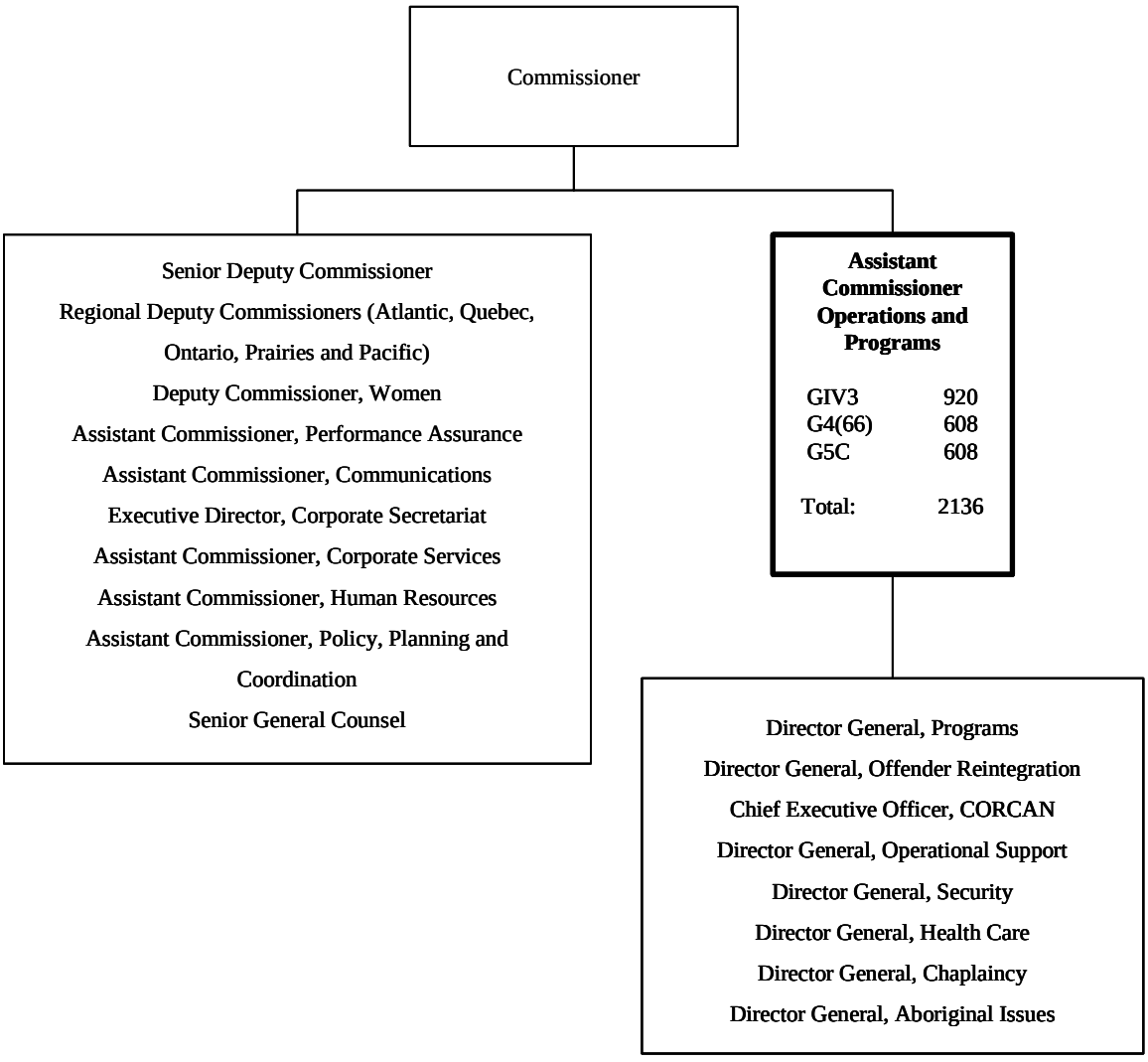
5C The position has a contributory impact on the Department's ability to deliver its programs and services. The proxy selected to represent this impact is the departmental budget of $241.5 million (constant).

608 The mid-range number reflects the significant degree of decision-making authority and the contribution that the position makes to achieving the Department's objectives.

SUMMARY

GIV3	920	G4(66)	608	G5C	608	=	2136	0

ASSISTANT COMMISSIONER
OPERATIONS AND PROGRAMS
NUMBER: 9 – B – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-B-1

POSITION TITLE: Assistant Deputy Minister, Oceans

GENERAL ACCOUNTABILITY

Is accountable for providing corporate leadership in designing, developing and coordinating the implementation of strategic policy and planning frameworks, approaches, programs and initiatives to support and advance the Minister's government-wide legislated responsibilities with respect to the management of Canada's marine and freshwater environments.

ORGANIZATION STRUCTURE

This is 1 of 20 senior executive positions at the first level reporting to the Deputy Minister. The others are the Assistant Deputy Minister, Marine Services / Commissioner of the Coast Guard; Assistant Deputy Minister, Science; Assistant Deputy Minister, Fisheries Management; Assistant Deputy Minister, Policy; Assistant Deputy Minister, Corporate Services; Director General, Communications; Regional Directors General (6); Special Advisors to the Deputy Minister (2); General Counsel; Director General, Review; Executive Director; Fisheries Resource Conservation Council; Visiting Fellow to the Canada School of the Public Service; and Senior Advisor, Early Conflict Resolution.

Specific functions of the positions reporting to the Assistant Deputy Minister, Oceans, are as follows:

Director General, Oceans, (staff of 31) is responsible for developing, designing and implementing national policies, plans and programs related to the management of coastal and oceanic resources consistent with the Oceans Act.

Director General, Habitat Management and Environmental Sciences, (staff of 45) is responsible for providing leadership in developing, designing and coordinating the implementation of national habitat protection.

Director, Program Planning and Coordination, (staff of 10) is responsible for directing the development and monitoring the implementation of national operational policies, strategies, plans and initiatives to support and advance the cost-effective management of the Oceans Program; and for providing leadership in supporting changes to the business culture of the sector.

NATURE AND SCOPE

The Department develops and delivers policies and programs in support of Canada's economic, ecological and scientific interests in oceans and inland waters. The Department is responsible for developing and delivering operational programs and policies, standards, directives and cost-recovery services related to the legislated mandate of the Coast Guard, and for managing major scientific and technical activities related to renewable fisheries resources, and aquatic and oceans research and management programs of national and international consequence. Federal jurisdiction in oceans matters covers a wide variety of areas, such as international obligations and commitments, defence, sovereignty, national law enforcement, off-shore exploration, environmental protection, the conservation of migratory birds and recreational, Aboriginal and commercial fisheries resources.

The Assistant Deputy Minister (ADM) has a national leadership role in developing an integrated oceans strategy and protecting fisheries habitats. This involves providing functional direction to regional organizations established to deliver the Habitat Management Program and Oceans Management Program.

The ADM exercises a national leadership role in developing an integrated oceans strategy and in protecting fisheries habitats. This responsibility requires the incumbent to provide a national focal point for all departmental initiatives related to the development of a comprehensive policy on the federal government's responsibilities for oceans management. The incumbent also directs and coordinates the Department's activities with respect to developing and implementing policies and initiatives for understanding, conserving and protecting aquatic habitats, including cost-effective management of the Department's responsibilities for environmental assessments and reviews. The challenge for the incumbent is to develop and coordinate the implementation of an environmental impact assessment process—reflecting recent court decisions to accommodate the thrust of the Canadian Environmental Assessment Act and to meet government priorities for the environment and its development as a means of economic prosperity. The incumbent ensures that functional direction is provided to regional organizations that deliver the Habitat Management Program and the Oceans Management Program.

The ADM provides leadership for the development and promulgation of a comprehensive ocean management policy, which is shared among 23 federal departments and agencies. The ADM leads the development and implementation of the government's Oceans Management Strategy for Canada with a view to harmonizing competing federal interests in the management of Canadian oceanic resources. In meeting this challenge, the incumbent is called upon to lead the development and implementation of a comprehensive framework to guide all federal initiatives related to the development, implementation and monitoring of the Department's mandate for managing oceans resources, as well as the broader

responsibility for federal collaboration, coordination and cooperation called for under the Oceans Act. The incumbent must ensure that the Department has the capacity to harmonize the competing interests and concerns of a myriad of stakeholders, including provincial and territorial governments, Aboriginal communities, commercial and sport fishers and environmental groups, into a comprehensive national approach to managing ocean resources.

The ADM is responsible for developing and implementing operational program strategies and initiatives to support the government's overall approaches to enhancing the quality of the environment, protecting the resource so that it can maintain itself and balancing the economic exploitation of the resource within its regenerative capacity. The incumbent is called upon to ensure that those operational policies and programs are consistent with the government's overarching environmental, social and economic goals.

The ADM directs the development of environmental operational policies and programs that support the development of a cohesive management regime based on a comprehensive ecological approach to conserving and protecting the aquatic environment and the ecosystems and resources they contain. The challenge for the incumbent is to ensure the most appropriate means of addressing the scientific, social and economic issues that affect those parts of the environment on which fish depend directly or indirectly in order to carry out their life processes.

The ADM plays a leadership role in reorienting the Department's habitat protection and environmental assessment activities as a proponent, initiator, regulator and adviser. The challenge for the incumbent is to gain acceptance and support for the Department's ocean environment and habitat programs throughout the Department and client groups and from stakeholders.

The ADM plays a leadership role in articulating, negotiating and advancing the Department's position on managing oceans activity internationally to position Canada as a world leader in oceans and resource management. The challenge for the incumbent is to develop and advance strategies and initiatives that extend domestic objectives into international fora.

As the Department's senior spokesperson for policy and program matters related to the oceans and habitat, the ADM is in frequent contact with senior representatives of other federal departments and agencies to represent the Department's interests and concerns with respect to cooperative initiatives, national science policy, university support, economic development and multiple uses of the resource. The incumbent is also in frequent contact with representatives of foreign governments to discuss research collaboration, treaties or agreements, and with senior officials and elected representatives of provincial and territorial governments to discuss oceans and habitat management agreements and economic development initiatives.

The ADM is a member of the Departmental Executive Committee, which sets the Department's strategic direction, and of the Departmental Management Committee, which reviews and adjusts program operations. The incumbent contributes to the formulation of departmental policies, priorities and practices.

DIMENSIONS (Constant Dollars)

	Line	**Functional**
FTEs:	95	560
Operating budget:	$1.70 million	$10.3 million

SPECIFIC ACCOUNTABILITIES

1. Provides federal government leadership in developing and promoting a comprehensive oceans management policy. Leads the development and implementation of the government's Oceans Management Strategy for Canada to harmonize competing federal interests in the management of Canadian oceanic resources.

2. Provides departmental leadership and expertise on the federal government's responsibilities for oceans management; provides advice to the Minister, Deputy Minister and senior departmental managers; and ensures the development of cohesive departmental plans, strategies and initiatives related to national and regional habitat management and environmental science programs.

3. Manages the development, coordination and implementation of policies, plans and programs related to the management of coastal and oceanic resources and national habitat protection, with the goal of facilitating the sustained economic use of both renewable and non-renewable resources in a safe, environmentally sound manner.

4. Develops and implements strategies and initiatives that stimulate and encourage the development of oceans by creating and maintaining partnerships with the public and private sectors to ensure the development of cost-sharing arrangements and the transfer of technology.

5. As senior spokesperson for policy and program matters, leads Canadian delegations to national and international events on managing oceans activities internationally, promotes the sustainable development of the world's ocean resources and advances Canada's position as a world leader in oceans and resource management.

EVALUATION RATIONALE

Assistant Deputy Minister, Oceans

KNOW-HOW

G Mastery of government legislation, vision, mandate, programs and policies related to managing Canada's oceans, including the government's agenda with respect to the management of oceanic and freshwater habitats; mastery of legislation, policies, practices, processes and procedures regarding environmental impact assessments; extensive knowledge of principles, approaches and practices related to policy and program development and management; and in-depth knowledge of the interrelationships between federal and provincial resource management programs affecting oceanic and freshwater habitats.

III Manages and coordinates the formulation of long-term strategic plans and policies required to provide government-wide leadership in the management of national oceanic resources.

3 Successful achievement of objectives requires the incumbent to develop effective working relationships, provide leadership on a national basis for a government-wide function and motivate professional staff.

800 Top number reflects the expertise required to achieve the results of broad, complex ocean-based policies and programs on a national scale.

PROBLEM SOLVING / THINKING

G Top Thinking within the general framework of the government's Natural Resources Management Program, in accordance with recognized environmental principles, to develop national oceans management policies, strategies and plans.

4 Identifying, planning and rationalizing oceans management across the federal government requires a high degree of constructive thinking.

(57)
460 Solid percentage reflects the requirement of the position to identify, recommend and support new directions for the government's management of the oceans and associated habitats.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, the position ensures that the federal government has a coherent policy direction and program structure to manage oceanic resources and manages the Department's environmental impact assessment activities.

3P The position has a primary impact on Branch activities. The proxy used is the branch budget of $1.70 million (constant).

608 Mid-range number reflects the strong influence that the position has on the direction taken by the federal government in managing the oceans, and the significant contribution the position makes to the achievement of the Department's strategic objectives and operational goals.

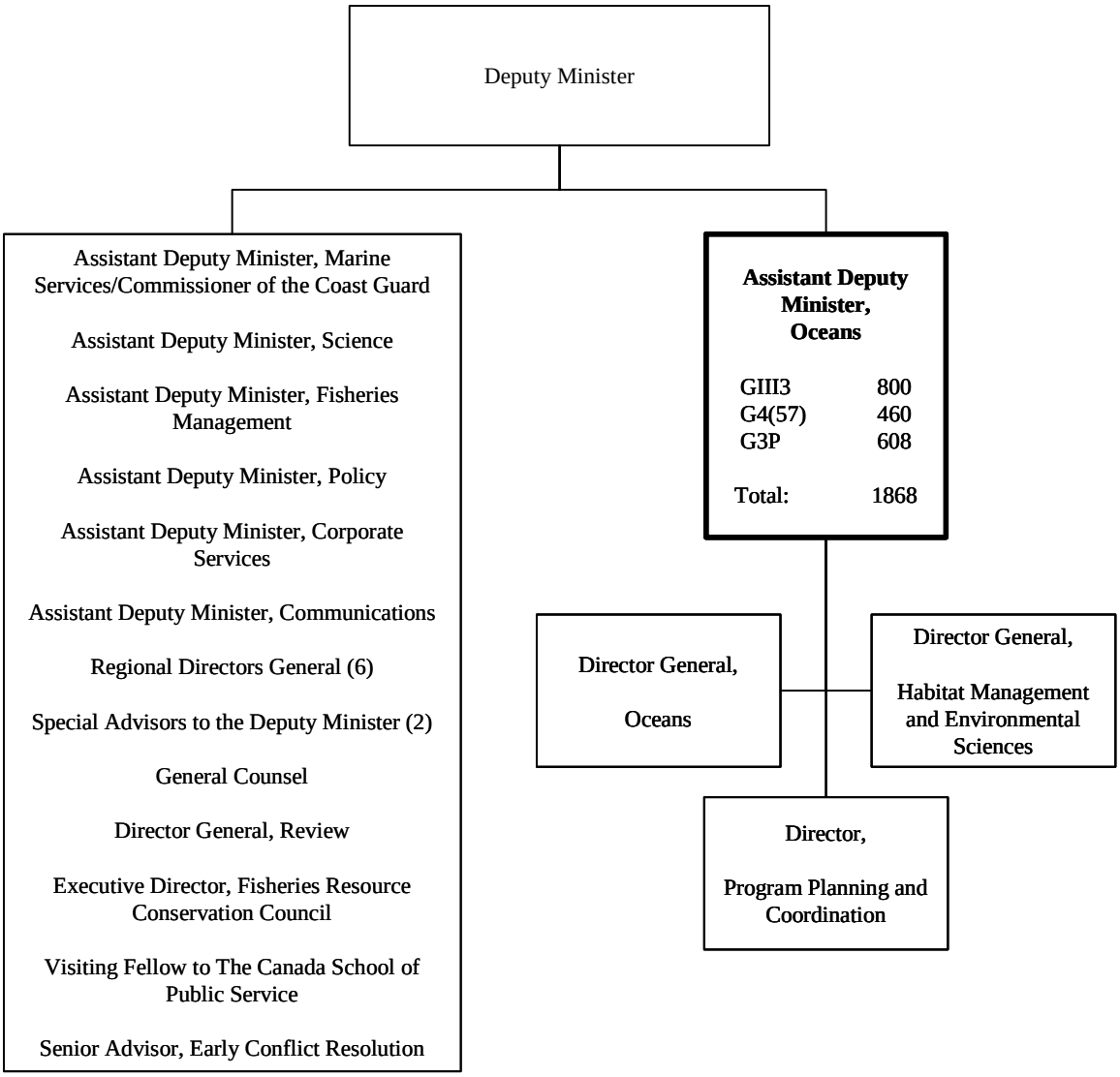
SUMMARY

GIII3	800	G4(57)	460	G3P	608	=	1868	A2

ASSISTANT DEPUTY MINISTER

OCEANS

NUMBER: 8 – B – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-B-1

POSITION TITLE: Director General, Primary Health Care and Public Health

GENERAL ACCOUNTABILITY

Is accountable for managing the development and implementation of integrated policy, program, model, accountability and other frameworks and systems for the provision of primary health care and public health services to assist registered First Nations and Inuit individuals to attain a level of health and of access to health services comparable to that of other Canadians living in similar locations.

ORGANIZATION STRUCTURE

The Director General is 1 of 19 positions at the second managerial level reporting to the Assistant Deputy Minister, First Nations and Inuit Health Branch. The others are Director General, Non-Insured Health Benefits; Director General, Community Programs; Executive Director, Office of Nursing Services; Executive Director, Office of Community Medicine; Director General, Strategic Policy, Planning and Analysis; Director General, Business Planning and Management; Director, Research Coordination and Special Projects; Senior Advisor, Issues Management; eight Regional Directors; Special Advisor, Risk Management; and Chief Executive Advisor, First Nations and Inuit Relations.

Specific functions of the positions reporting to the Director General, Primary Health Care and Public Health, are as follows:

Director, Primary Health Care, (staff of 51) is responsible for consulting, analysis, planning, development and agreement on policies, models, accountability frameworks, capacities and other requirements for integrated, accessible and quality delivery of primary health care and public health services and systems and programs (primary care services; home and community care; health information infrastructure; First Nations health system reforms and alternative models; e-Health Solutions; best practices and alternatives in Canada and internationally; and the health of human resources, including bursary and scholarship programs) to First Nations and Inuit populations.

Director, Communicable Disease Control, (staff of 15) is responsible for directing and managing medical and health surveillance, as well as risk assessment of infectious diseases, with particular focus on tuberculosis, HIV/AIDS and hepatitis C, to help First Nations and Inuit communities and populations address health inequalities and disease threats.

Director, Environmental Health, (staff of 20) is responsible for planning and developing strategies, initiatives and programs, in partnership with First Nations and Inuit communities, to promote and sustain healthy environments. Programs range from the Mould and Housing Program and the Drinking Water Quality Monitoring Program to training, advice and support to the regions in the management and delivery of various programs, including the Transport of Dangerous Goods, sewage and waste disposal, food inspection, pest control and Indoor Air Quality.

Director, Environmental Research, (staff of 21) is responsible for conducting, coordinating and funding laboratory and biostatistical services and scientific research into environmental health and contaminants issues that have an impact on First Nations and Inuit communities, as well as for promoting sustainable development involving fuel storage tank operations, air, water, soil, and country food.

Dental Unit (staff of 5) and Pharmacy Unit (staff of 3), in which each professional area is responsible for program and policy development in its area of expertise; for providing professional advice and specific evaluation of client services; and for providing advice to national associations, regulatory bodies and other areas within the Department on First Nations and Inuit dental and pharmacology needs.

NATURE AND SCOPE

The Department's mission is to help the people of Canada maintain and improve their health. Its mandate, underpinned by a solid information and knowledge base, covers three broad areas: national health policy and systems, including health care; health promotion and protection, including disease, illness and injury prevention; and First Nations and Inuit health.

The First Nations and Inuit Branch ensures the availability of or access to health services for First Nations and Inuit communities; helps First Nations and Inuit communities address health barriers and disease threats and attain health levels comparable to those of other Canadians living in similar locations; and builds strong partnerships with First Nations and Inuit populations to improve the health system.

The Director General oversees the development and implementation of a national integrated policy framework for the provision of primary health care and public health services to First Nations and Inuit communities and individuals. First Nations and Inuit access to provincial health services, and the delivery of those services by the Branch regions to isolated or other communities where provincial services are not available is provided by primary health care and public health. That access includes hospitals, health facilities, nursing stations and emergency and community medicine. It also involves home and community care for a unique clientele with special needs, whose relationship with all levels of government

continues to evolve in a complex and politically sensitive environment, and whose health care and public health services are complicated by a myriad of factors, including small isolated communities, diverse and unique cultures, high disease trends (both chronic and communicable) and environmental challenges (contaminants, water, housing).

The Director General provides federal leadership in negotiating agreements and partnerships to shift the focus of primary health care and public health programs and services to a delivery approach based on active, joint participation with First Nations and Inuit partners to meet the specific needs of their populations and communities. A major challenge for the incumbent is to lead the creation of national accountability and collaboration frameworks for the delivery of integrated and continuous primary health care and public health services, including the development of strong partnerships with other federal departments, provinces, health professionals and their organizations, and the many levels of First Nations and Inuit representation and organization.

The Director General oversees the development and improvement of specific programs and policies for the prevention, control and management of communicable diseases and diseases linked to environmental factors. The incumbent manages medical and health surveillance, as well as risk assessment; directs scientific research into communicable disease prevention and management in indigenous or isolated populations; and develops national programs and policies for immunization, communicable disease prevention and management, and health promotion and protection, spanning treatment protocols and guidelines; rehabilitation and support; health information and surveillance; initial trends in population health and risk assessment; health promotion; health protection; and disease prevention.

Another challenge facing the Director General is the continuous development and delivery of innovative health information systems that enhance health surveillance and services. The incumbent provides authoritative advice on proposed investments in new technologies for hospitals, health facilities and equipment, and health information systems.

The Director General ensures the provision of specialist expertise and authoritative advice on pharmacy and dental issues, and the championing of new policy, program and resource requirements to enhance quality programs and service delivery to First Nations and Inuit populations.

The Director General provides advice to the Assistant Deputy Minister, Regional Directors and other departmental managers on primary health care, public health, and communicable disease and environmental health issues relating to First Nations and Inuit communities, and ensures that programs, policies and frameworks related to primary health care and public health address regional, First Nations and Inuit sensitivities, needs and issues. The incumbent consults extensively to ensure that national policies, programs and frameworks are aligned

with overall national priorities, including those specific to Aboriginal concerns (such as the Gathering Strength initiative) or health concerns (such as the Wellness Agency, Health System Renewal), as well as other federal or departmental initiatives.

The Director General establishes and supports national multi-jurisdictional committees for the collaborative development and management of primary health care and public health. The incumbent is involved in federal interdepartmental committees and advocates new policies and programs to improve health for First Nations and Inuit clients. The incumbent also participates in major conferences, committees and meetings with other multi-jurisdictional and international organizations involved with the health of Aboriginal peoples.

DIMENSIONS (Constant Dollars)

FTEs:	121
Operating budget:	$4.6 million
Branch assets and investments:	$83.8 million

SPECIFIC ACCOUNTABILITIES

1. Oversees the national development, implementation and improvement of programs and policies for the prevention, control and management of infection and environmental diseases to help First Nations and Inuit communities and individuals address health issues and disease threats.

2. Leads the creation of national accountability and collaboration frameworks for the delivery of integrated and continuous systems for primary health care and public health services to improve or sustain health of First Nations and Inuit populations throughout Canada.

3. Represents the Department as the primary federal representative in matters of primary health care and occasionally of public health services in negotiations for binding agreements, collaborations and partnerships with First Nations and Inuit organizations and with other levels of government in Canada to develop a delivery approach based on active, joint participation.

4. Leads the development and delivery of innovative health information systems and other technology-enabling capabilities to continuously enhance health surveillance, systems and services.

5. Sets priorities and oversees laboratory operations, initial surveillance of the health of First Nations and Inuit populations, and contaminant and other research to develop evidence for improvement of national programs.

6. Ensures that Directorate strategies, policy and program leadership, operations and other activities address regional, First Nations and Inuit sensitivities, needs and issues and are also aligned with relevant overall national priorities, including those specific to Aboriginal concerns, health concerns or federal or departmental initiatives.

EVALUATION RATIONALE

Director General, Primary Health Care and Public Health

KNOW-HOW

G Mastery of legislation, policy and programs related to primary health care and public health services; in-depth professional knowledge of First Nations and Inuit culture, traditions, practices, philosophy and organizations involved in primary health care; and in-depth professional knowledge of mandates, programs, services, objectives and priorities of provincial and territorial health services, and the interrelationships between multiple levels of government and community partners in order to develop integrated policies, frameworks and systems to meet First Nations and Inuit health needs.

III Operational and conceptual management of national accountability and collaboration frameworks for the delivery of an integrated and geographically consistent standard of health care services through joint participation with First Nations and Inuit partners, provincial health service providers or Branch regions in isolated or other communities where provincial services are not available.

3 Successful achievement of objectives requires the incumbent to develop cooperative and trusting relationships with multiple stakeholders and partners to support collaborative development, management and delivery of primary health care and public health services to First Nations and Inuit communities and individuals.

700 Mid-range number reflects the depth of specialized knowledge and the solid managerial skill needed to provide federal leadership in reaching agreements and forming partnerships across multiple jurisdictions in order to ensure that the broad range of health needs of First Nations and Inuit communities are addressed.

PROBLEM SOLVING / THINKING

F Thinking within broadly defined policies and objectives in situations where First Nations and Inuit relationships with government are evolving.

4 Analytical, interpretative, evaluative and constructive thinking is required to lead the creation of national accountability and collaboration frameworks and to develop and improve specific national programs and policies. Programs and policies complement and support the Department's mandate and the government's health priorities, as well as other federal or departmental initiatives.

(57) 400 Solid percentage reflects the challenges associated with developing support, across all levels of government and the many levels of First Nations and Inuit representation and organization, to refocus programs and services on a delivery approach based on active, joint participation with First Nations and Inuit partners.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, First Nations and Inuit Health Branch, the incumbent receives general direction in the development of policies and frameworks.

3P Primary impact on the activities of the Directorate. The proxy selected to represent these activities is the Directorate budget of $4.6 million (constant).

460 High number reflects the latitude of the position in developing agreements and partnerships with multiple jurisdictions that advance the Department's mandate to ensure that health services are available and accessible to First Nations and Inuit populations.

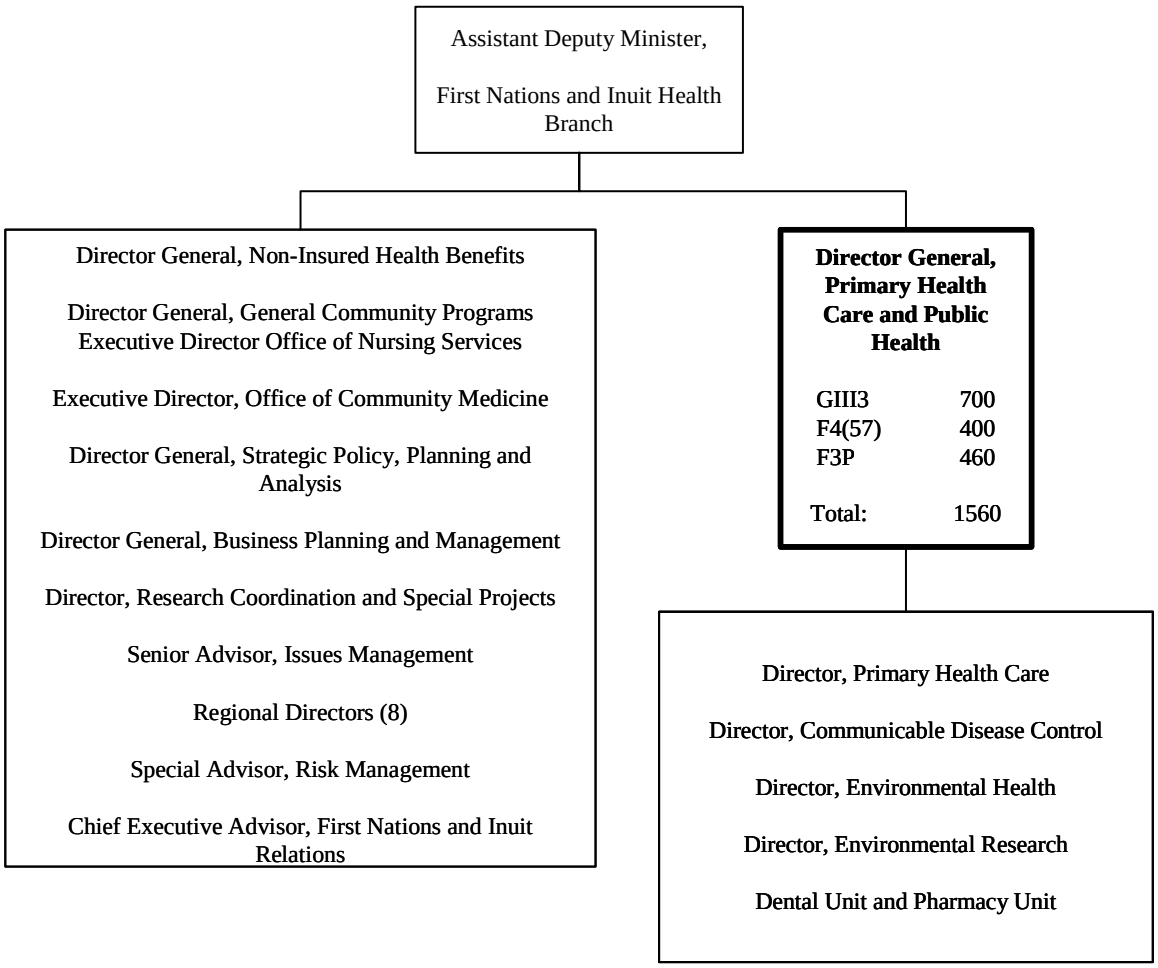
SUMMARY

GIII3	700	F4(57)	400	F3P	460	=	1560	A1

DIRECTOR GENERAL

PRIMARY HEALTH CARE AND PUBLIC HEALTH

NUMBER: 7 – B – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-B-1

POSITION TITLE: Director General, Interregional Interventions and Partnerships

GENERAL ACCOUNTABILITY

Is accountable for operationalizing corporate priorities, directing horizontality- and consensus-building functions, and establishing interregional partnerships. Provides leadership and direction with respect to the orientation and consistency of the Agency's operational content and the management of interregional partnerships and projects that respond to clients' needs and Department and government issues. Is also accountable for managing Info-entrepreneurs and points of service, including the Quebec Aboriginal Business Service Centre; for maintaining operational relations with the Industry portfolio, federal networks and federal departments; and for managing memoranda of understanding with financial institutions.

ORGANIZATION STRUCTURE

This is 1 of 18 positions at the second managerial level reporting to the Assistant Deputy Minister, Operations. The other positions are Director General, Regional Operations; Director, Infrastructure Program; Regional Directors (14); and the staff in the Assistant Deputy Minister's Office.

Seven positions report to the Director General: Director, Operationalization of Corporate Priorities; Director, Partnerships and Consultations; Managers, Programs (4); Manager, Results Measurement and Progress Reporting.

NATURE AND SCOPE

The Agency's mandate is to promote the economic development of the regions of Quebec and to foster job creation by emphasizing long-term economic development and the creation of sustainable employment and income, in accordance with the objectives of the Industry portfolio, while focussing its efforts on small- and medium-sized enterprises (SMEs) and on the enhancement of entrepreneurship. The operations are decentralized, with a head office in Montreal and 14 other points of service spread across the regions of Quebec.

The Agency, together with other federal agencies and sector stakeholders, defines federal guidelines for economic development. It promotes sustainable long-term economic development while focussing its efforts on SMEs and on the enhancement of entrepreneurship. It fosters improvements related to innovation, productivity, and the development of industrial and technological sectors and service industries by prioritizing, for example, the aeronautical, biotechnology and information technology industries, and the bio-food sector, as well as professional services, tourism and design, market development and marketing initiatives.

The Interregional Interventions and Partnerships Branch is part of Operations. It ensures the proactive management of issues by performing functions related to the direction and consistency of programs and the management of interregional partnerships and projects. The Branch plays a decisive role in the consistent operationalization of government priorities through several corporate initiatives, in particular, productivity initiatives and test and experimentation initiatives. It leads the management of consensus-building mechanisms in innovation, market development and sustainable development, as well as in the numerous responsibilities inherent in the operational delivery of government priorities through consensus-building mechanisms.

In this context, the Director General has a triple mandate: to operationalize national and Agency priorities; to manage the service centres for Quebec businesses, such as Info-entrepreneurs, its points of service and the Quebec Aboriginal Business Service Centre; and to manage operational relations with the Industry portfolio (Aboriginal people, the Industrial Research Assistance Program, the Canada Business Service Centres), federal networks (the Canadian Technology Network and Team Canada) and federal departments.

The Director General’s operationalization mandate involves management of strategic interregional projects and coordination of the business offices responsible for that function, as well as the establishment of strategic interregional partnerships. This last responsibility involves overseeing, on a sectoral basis, the identification of private partners who have business relations with SMEs and who could assist in resolving interregional problems as awareness agents or as suppliers of skills or support to SMEs; establishing business relationships and partnerships to enable the federal government to provide the full range of services that the sectors need in order to develop; determining financial contributions to partners and sitting as an observer on the boards of partner organizations; following up on the results of and returns on federal investments; and overseeing the implementation of any corrective measures required.

To fulfill the mandate to the manage Info-entrepreneurs, its points of service and the Quebec Aboriginal Business Service Centre, the incumbent establishes the partnership protocols; sits on the Joint Management Committee with the Quebec office; plans allocations for Info-entrepreneurs and the operations of the Quebec Aboriginal Business Service Centre and points of service; sits on the committee of

directors general of agencies that manage the Canadian initiative; conducts an operational follow-up and assesses results; and ensures ongoing liaison with the Departmental Management Committee.

Finally, within the framework of the responsibility for managing operational relations with the Industry portfolio, federal networks, federal departments and financial institutions, the Director General is a member of the national management and coordination committees on operational initiatives and of Team Canada's Executive Committee; and is an executive member of the Canada-Quebec Team, the Canadian Technology Network and the Commission on Strategic Directions for Technological SMEs. To fulfill this mandate, the incumbent is responsible for managing memoranda of understanding with federal departments (the Natural Research Council, Environment Canada, Fisheries and Oceans, Natural Resources (in particular, the Canada Centre for Mineral and Energy Technology), and Agriculture Canada. The incumbent manages memoranda of understanding with banks for the financing of new-economy projects. To do so, the incumbent establishes a management committee, manages the reserves for losses, and manages relations between business offices and banks.

The Director General must identify the numerous realities and problems emerging from the regions and ensure that Agency interventions complement the interventions of the Quebec government, other federal stakeholders and private organizations. In this regard, the Director General establishes and manages a consensus-building process with other federal stakeholders and chairs and manages mirror committees and various working groups. The Director General provides strategic guidance and advice on the operation of Agency interventions.

The Director General must have an in-depth understanding of operations, design, economic and development services, business assistance programs, and the issues and priorities of the Agency and the federal government. This knowledge is essential for directing the programming operations framework, operationalizing corporate priorities and directing horizontality- and consensus-building functions within the Agency. The Director General is also required to identify the Agency's role; take on and operationalize intervention problems; synthesize and present operational problems; explore solutions and measures to be taken; determine the costs of projects and partnerships; and establish communication plans.

DIMENSIONS (Constant Dollars)

FTEs – Branch:	27.5
FTEs – Info-entrepreneurs:	21 – results accountability and co-management with partner
Branch and Info-entrepreneurs operating budgets:	$500,000
Contributions budget:	$10 million
Programs and initiatives:	$45 million

SPECIFIC ACCOUNTABILITIES

1. Provides leadership and direction with respect to the direction and consistency of Agency programming content and the management of interregional partnerships and projects, and operationalizes corporate issues.

2. Identifies the numerous realities and problems emerging from the regions in the operationalization of priorities, and establishes the operational objectives of the Operations Sector.

3. Establishes and manages a consensus-building process with other federal stakeholders; determines the nature of interventions; implements the required programming; and manages memoranda of understanding with financial institutions, other organizations and federal departments in order to establish follow-up and results-measurement mechanisms and report them to senior management.

4. Establishes, with the regional offices, the parameters for intervention, directs the provision of training for the business offices' advisors, and provides guidance on the settlement of eligibility issues.

5. Chairs and manages mirror committees on priority areas (innovation, market development, entrepreneurship, tourism, sustainable development, e-business) and various working groups (Aboriginal people, productivity, tests and experimentation); establishes strategic interregional partnerships, identifying private partners who have business relations with SMEs; establishes business relationships and partnership so that the federal government can provide a full range of services; determines financial contributions to partners; follows up on the results of and returns on federal investments; and oversees the implementation of any corrective measures required.

6. Manages and plans the operations of Info-entrepreneurs, its points of service and those of the Quebec Aboriginal Business Service Centre; sits on the committee of directors general of agencies that manage the Canadian initiative; conducts an operational follow-up; and assesses results.

7. Sits on the national management and coordination committees on operational initiatives and Team Canada's Executive Committee, and serves on the executive of the Canada-Quebec Team, the Canadian Technology Network and the Commission on Strategic Directions for Technological SMEs.

EVALUATION RATIONALE

Director General, Interregional Interventions and Partnerships

KNOW-HOW

F The position requires in-depth knowledge of the policies, principles and practices governing the development and delivery of business assistance services and programs; federal government priorities for economic development and related issues; and the policies, principles and processes relating to corporate priorities and the management of horizontality- and consensus-building functions.

III Implementing national and Agency priorities; managing the service centres for Quebec businesses; managing operational relations with the Industry portfolio, federal networks and federal departments; establishing and incorporating follow-up and results-measurement mechanisms, determining financial contributions to partners; following up on the results of and returns on federal investments; and overseeing the implementation of any corrective measures required.

3 Successful achievement of the objectives requires that the incumbent establish and manage a consensus-building process with the other federal stakeholders, chair and manage mirror committees and various working groups, and provide strategic advice and guidance on the operationalization of Agency interventions.

608 High number reflects the expertise required to analyse the aspects of operationalizing interventions, strategic interregional projects, the coordination needs of business offices, and the development of strategic interregional partners; and the mastery required of the issues, trends and economic development in the Agency’s intervention sectors.

PROBLEM SOLVING / THINKING

F In the context of the Agency’s strategic guidelines, the incumbent directs the Sector and ensures the consistency of intervention programming.

4 The position requires creative initiative to identify the numerous realities and problems emerging from the regions in relation to the operationalization of priorities, and to determine priority needs and the nature of interventions.

(57) 350 High percentage reflects the level of leadership needed when developing the innovative approaches required to create and deliver initiatives and programs that meet economic development needs in the regions.

ACCOUNTABILITY / DECISION-MAKING

F Position reports to the ADM, Operations, who gives the incumbent general guidance. The incumbent contributes significantly to the strategic management of the key sectors of Agency operations, including the operationalization of interventions and the coordination of regional activities.

2P Direct impact on Branch activities, as represented by an operating budget of $500,000 (constant dollars), and a strong impact on the contribution budget.

350 High number reflects the position's direct scope and its degree of influence on the management of contribution funding, and its degree of influence within the organization and within the network of partners and stakeholders.

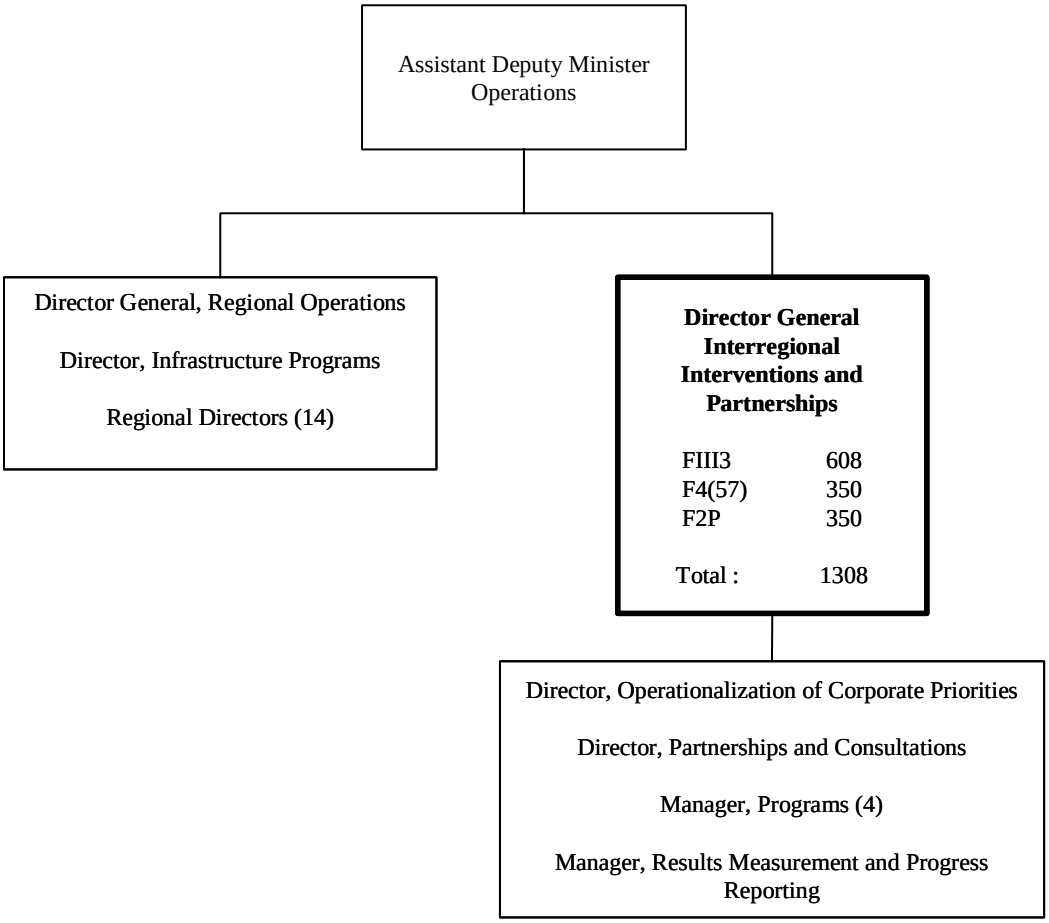
SUMMARY

FIII3	608	F4(57)	350	F2P	350	=	1308	0

DIRECTOR GENERAL

INTERREGIONAL INTERVENTIONS AND PARTNERSHIPS

NUMBER: 6 – B – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 5-B-1

POSITION TITLE: Director, Trade Integration

GENERAL ACCOUNTABILITY

Is accountable for developing the Canadian International Business Strategy (CIBS) in collaboration with Foreign Affairs Canada (FAC), Agriculture and Agri-Food Canada (AAFC), other government departments (OGDs), other levels of government and the private sector in order to enhance the capacity of Canadian enterprises to compete successfully in international markets.

ORGANIZATION STRUCTURE

This is one of four positions reporting at the third level to the Director General, Trade and Operations Branch. The other three positions are Director, Regional Coordination and Special Projects; Managing Partner, Management Consulting Centre; and Manager, Administration, Finance and Management Services.

Reporting directly to the Director, Trade Integration Directorate (TID), are the five following positions:

Manager, International Business Development (IBD), Strategic Planning, (staff of 4) is responsible for planning and managing the IBD and Team Canada Inc. (TCI) committee structure (14 different committees) and related activities, as well as liaising with FAC, AAFC and other partners to develop and implement IBD policy directions.

Manager, TCI Export Information Products and Marketing, (staff of 4) is responsible for analysing, planning and developing leading-edge single-window access through the Canada Business Service Centres' export information line for business clients and through ExportSource information products and services and TCI for partners across Canada and abroad; promoting strategic trade partnerships and service delivery frameworks and mechanisms among OGDs, provincial governments and non-governmental organizations; and developing and implementing an internal and external communication and marketing strategy.

Manager, IBD, Operations, (staff of 2) is responsible for analysing and developing recommendations for regional trade programs; liaising with regional offices, the provinces and industry associations; providing advice on issues related to the development and implementation of trade services and communications strategies; and for TCI service delivery initiatives in the regions through liaison with International Trade Centres (ITCs) and key partners.

Manager, IBD, Design, (staff of 2) is responsible for analysing, designing, developing and implementing the planning and evaluation mechanisms to be used throughout the Regional Trade Networks; consolidating and analysing results; and developing TCI interdepartmental initiatives, including the design of an Interdepartmental IBD plan and a departmental Trade Achievement Framework.

NATURE AND SCOPE

The mission of the Department is to position Canada as a world business leader by advancing its international trade and economic interests abroad, helping large and small Canadian companies expand and succeed internationally and maintain market access for their goods and services, promoting Canada as a dynamic place to do business, attracting foreign investment, and negotiating and administering trade agreements.

Within this context, the Director, TID, provides leadership and advice in the development, promotion and strategic management of government IBD strategies, priorities and action plans. The incumbent supports the development of strong partnerships and strengthens Canada's trading position to increase awareness of global market opportunities and prepare Canadian firms to export and diversify their presence in international markets. Meeting this challenge requires the incumbent to apply a comprehensive knowledge of law, industry and economy, and trade development, investment and marketing opportunities in coordinating and promoting trade opportunities.

The Director establishes and maintains a strong regional trade network among key federal departments and agencies and with provincial and private sector partners. The incumbent is called upon to implement a trade promotion strategy for all industries in all parts of the country through an active collaboration with Regional Executive Directors (REXDs) and Senior Trade Commissioners (STCs). The incumbent is responsible for developing and implementing strategies, approaches and initiatives to extend the regional trade networks to provincial and private sector partners, NGOs and academic institutions to enhance the capacity of the Department in designing, developing and delivering export development programs.

The Director provides strategic, value-added advice and recommendations to senior management on IBD opportunities and issues. The incumbent designs and advises on the formulation of innovative, integrated departmental IBD policy

positions and strategies consistent with government objectives to encourage potential exporters to participate in international trade and investment opportunities, and to assist businesses in diversifying markets and exporting sectors.

The Director manages the development and implementation of corporate strategies to ensure effective delivery of regional trade and investment programs and services that support a competitive Canadian knowledge-based economy. The challenge is to recognize and adapt to regional differences and the requirements of particular industry sectors. In meeting this challenge, the incumbent provides functional direction, coordination and internal integration for government IBD priorities and initiatives in horizontal and regional operations in the Department. The incumbent ensures the corporate-level two-way exchanges of information and intelligence on export issues and initiatives between Industry Canada, FAC, provincial governments, the ITCs, the private sector and academic institutions. The incumbent is responsible for monitoring the performance of ITCs within the framework of departmental objectives and priorities, the CIBS and Regional Trade Plans to identify and recommend opportunities for change and improvement.

The Director leads the development and implementation of innovative mechanisms to diversify and expand Canada's trade by helping existing exporters and encouraging more Canadian firms to get involved in exporting. The incumbent is responsible for developing, producing and implementing information products, including ExportSource, to provide business users with a TCI international trade toolkit that contains information on a range of services offered. The incumbent consults and collaborates with public and private sector partners and stakeholders to drive the development of a comprehensive suite of information products to complement and enhance the existing information network. The Director must ensure that the system provides seamless delivery of trade information and support through single-window access to all federal and provincial trade development information and activities that are primarily provided by the ExportSource and Strategis platforms as well as the 1-888-exporters information line.

The Director is responsible for ensuring the optimal internal integration of efforts in the development of new regional trade initiatives and developing a cohesive departmental approach to ODGs. To that end, the incumbent develops a regional trade planning framework and, with FAC, leads the development of regional trade plans. The incumbent provides advice and assistance to REXDs and STCs on the formulation and delivery of their export development programs, including the development of client tracking systems, performance measures and strategies for targeting clients, and is the focal point in the provision of support to the regional offices on trade issues that require inter-regional consultation.

A major challenge for the Director is to work within an environment with many competing interests. Problems must be resolved by exercising astute judgment to

find solutions that interpret the intent of policy and operational guidelines as well as management priorities. The incumbent must have a strong understanding of trade, economic development departments, key trade development instruments, FAC priorities and programs, and government policies and strategies regarding the delivery of trade programs and services.

The Director has extensive contacts with senior management at headquarters and in the regions on all issues bearing on the operation of the ITCs and the trade priorities of the Department. These contacts are used to identify key issues and to develop a clear expression of regional interests and concerns. There is also regular contact and negotiation with officials in ODGs and central agencies regarding trade program and service delivery issues of concern to regional offices. Consultation with provincial governments and with the business, academic and professional sectors is also undertaken as part of any study or review of trade programs and services.

DIMENSIONS (Constant Dollars)

FTEs:	13
Operating budget:	$278,000
Federal government international business development budget:	$59.3 million
Regional operations:	$11.4 million
Regional trade offices:	$1.2 million
Team Canada Inc.:	$259,000

SPECIFIC ACCOUNTABILITIES

1. Provides corporate advice and direction on the development, promotion and strategic management of IBD priorities and initiatives to enhance the capacity of the Canadian business community to maintain a competitive position in existing export markets and to expand to new ones.

2. Establishes and nurtures effective working relationships with ODGs, provincial and territorial governments, private sector and academic institutions to maximize the effectiveness of IBD initiatives and to enhance service delivery to a large array of firms.

3. Develops, delivers and markets strategic information services, products and the information line to facilitate access to the private sector for IBD information.

4. Develops, recommends and provides functional direction with respect to strategies, programs and services to be delivered by ITCs located in regional offices in order to promote and advance TCI strategies and initiatives.

5. Develops a business planning framework to set goals, objectives and standards, including performance criteria, to ensure the effective administration of regional trade programs and services and to secure regional input to policy, sector and operational priorities.

6. Provides functional direction for the horizontal implementation of innovative and integrated departmental IBD policy, positions and strategies.

EVALUATION RATIONALE

Director, Trade Integration

KNOW-HOW

F Professional knowledge of federal, provincial and territorial legislation, policies, programs, priorities for economic growth, trade, foreign investment, connectedness and investment in a knowledge-based economy; professional knowledge of the priorities and practices of a multi-faceted IBD community; in-depth knowledge of Canada's general foreign policy position with respect to countries targeted for international business promotion activities; and solid knowledge of the concepts and practices for strategic policy analysis and development as used in the federal government, including the TCI committee structure and related activities.

III Conceptual and operational integration of priorities and programs for a broad spectrum of partners and stakeholders into a consolidated government international business strategy, priorities and plans.

3 Successful achievement of objectives requires the incumbent to influence and convince senior officials of ways and means to promote and advance IBD activities within a comprehensive strategic management planning framework.

528 Mid-range number reflects a solid knowledge of departmental and OGD policies and objectives; policy development concepts, techniques and theories; and client relationships in a complex subject matter, requiring collaboration with other federal and provincial organizations to achieve objectives.

PROBLEM SOLVING / THINKING

F The position works within departmental and TCI strategic frameworks and operational goals for the development, implementation and delivery of a government-wide, multi-faceted and comprehensive international business promotion program.

4 Evaluative and constructive thinking required to identify and develop innovative strategies for developing and promoting a comprehensive approach to planning and implementing pan-governmental initiatives for promoting and facilitating IBD in Canada.

(50) 264 Percentage is representative of the challenge inherent in developing strategies to integrate and harmonize program activities among a variety of organizations that include ODGs, other levels of government and the private sector.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Director General, Trade and Operations, the position is accountable for creating and facilitating the delivery of the government-wide international business strategy and approaches.

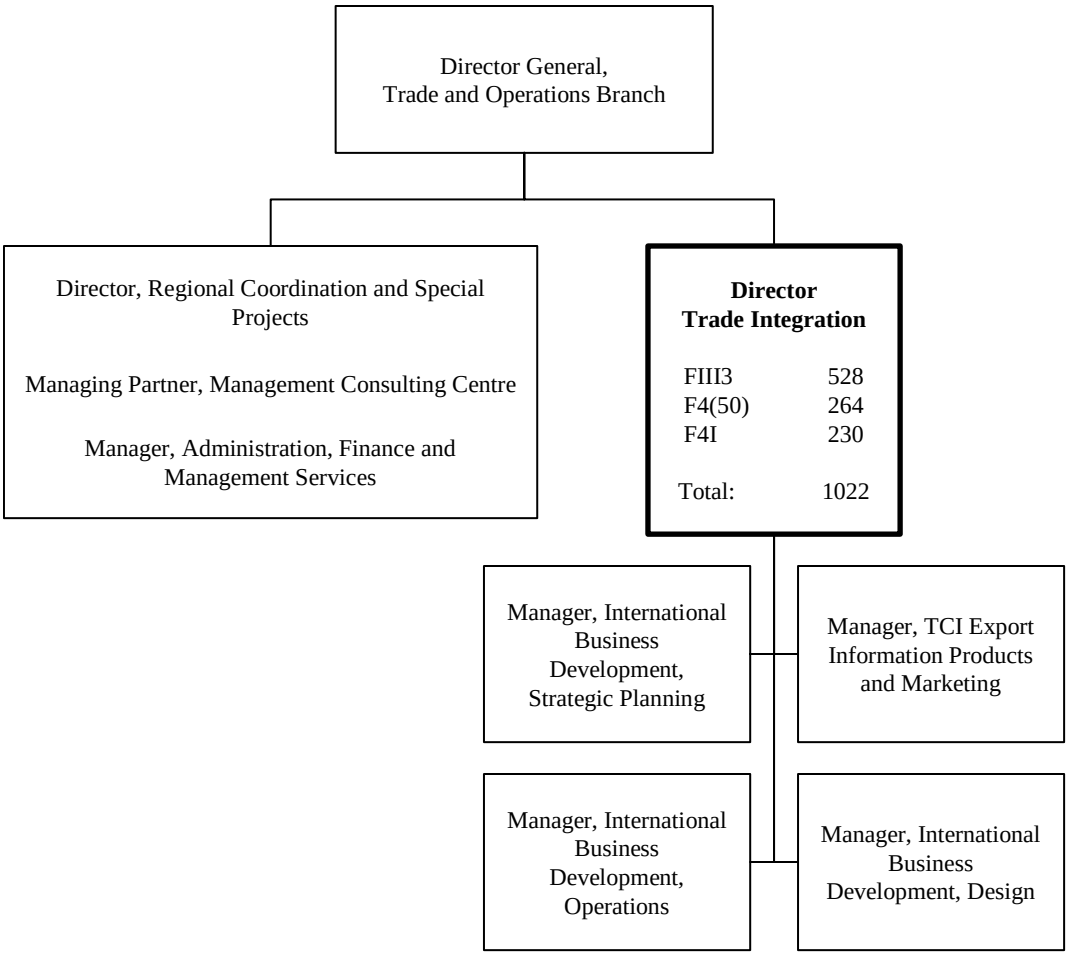
4I Perceptible impact on the government IBD program through the development of the CIBS. Proxy selected is the federal government's IBD budget of $59.3 million (constant).

230 Mid–range number reflects a solid degree of freedom to act in negotiating multi-jurisdictional partnerships and the general guidance the position receives in policy and development activities, and is consistent with the size of the federal government's IBD budget and the contribution that the position makes to the achievement of departmental and government objectives related to IBD.

SUMMARY

FIII3	528	F4(50)	264	F4I	230	=	1022	P1

DIRECTOR
TRADE INTEGRATION
NUMBER: 5 – B – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-B-1

POSITION TITLE: Director, Operations and Regional Coordination

GENERAL ACCOUNTABILITY

Is accountable for developing, negotiating, and managing federal-provincial/territorial agreements to ensure the effective delivery of official languages support programs nationally, the provision of support to minority and majority community organizations, and national and inter-regional promotional programs and initiatives to advance the government's agenda for the enhancement of official languages in Canada.

ORGANIZATION STRUCTURE

This is one of six positions at the third managerial level reporting to the Director General, Official Languages. The others are Director, Policy Analysis and Promotion; Director, Interdepartmental Coordination; Manager, Planning and Resource Management; and Management Advisor.

Specific functions of the positions reporting to the Director, Operations and Regional Coordination, are as follows:

Three (3) Chiefs, Operations, (total staff of 15) Each is responsible for managing the negotiation and administration of federal-provincial/territorial agreements related to official languages in education and bilateral agreements related to the promotion and support of official languages in the delivery of services such as social, legal and health services in the assigned geographic region; managing the negotiation and administration of Canada-community agreements, in collaboration with assigned regional offices; and managing community support, including community development funding.

One (1) Chief, National Programs and Organizations, (staff of 12) is responsible for the development, negotiation and management of grants and contributions to national organizations and to minority and majority official-languages groups; the negotiation and administration of multilateral agreements; the provision of support in the negotiation of the Council of Ministers of Education, Canada (CMEC), Protocol Agreement; and the provision of strategic planning input.

One (1) Manager, Operational Practices Unit, is responsible for ensuring that grants and contributions recommendation files comply with the requirements of due diligence and results-based management; spearheading the development of relevant management guidelines, service standards, practices and operational tools; developing, maintaining and ensuring the ongoing evaluation of a training program and related material; advising the Operational Practices Committee on training and on the work procedures and tools required to ensure due diligence.

NATURE AND SCOPE

The Department works with Canadians to strengthen their shared sense of identity while respecting their diversity. It seeks to eliminate barriers and encourage the participation of all citizens, individually and collectively, in the social, political and cultural life of the country. It pursues initiatives that balance individual and collective rights and responsibilities in a way that promotes community self-reliance and individual fulfilment. It fosters a coordinated approach among federal institutions to enhance the vitality of official language minority communities.

The Department also works with other federal departments and agencies to ensure that the government carries out its activities in a manner that is sensitive and responsive to Canada's diversity.

The Official Languages Branch is the focal point in the Department and in the federal government for the pursuit and realization of the government's commitments and objectives to ensure Canadian linguistic duality and bilingualism, as defined in the *Official Languages Act*.

It is in this context that the Director, Operations and Regional Coordination, is responsible for planning, developing and delivering a wide variety of national official languages discretionary and contribution programs covering three major areas: federal-provincial/territorial agreements related to official languages in education, as well as bilateral agreements with the provinces and territories, to provide official languages services in other major areas of provincial jurisdiction such as justice, health and social services; Canada-community agreements and other funding initiatives to support the development of official language minority community organizations; and support for national programs and activities to promote and enhance understanding and appreciation of Canada's linguistic duality.

The Director plans, develops, negotiates and manages funding agreements with each province and territory to ensure equal access by all Canadians to minority and second-language education and to shape the education environment in the provinces and territories to promote excellence in official language education programs. The Director also manages the development, negotiation and

implementation of annual financial agreements with the CMEC to support official languages in education initiatives.

The Director is responsible for establishing the program criteria and the framework for the development and negotiation of multi-year, Canada-community agreements in each province and territory to support official language minority communities. While these agreements are subsequently negotiated and administered by the regional offices, the Director is responsible for overseeing and evaluating the overall effectiveness of the program and for ensuring national consistency, coherence and integration.

The Director is called upon to develop and oversee the implementation of an administrative framework for the management of official languages support programs, which involves a multitude of formal legal agreements, partnership and administrative arrangements. These arrangements cover many categories of financial assistance and support to a diverse range of programs. While the financial management system offers a great deal of flexibility, allowing for the continuous movement of funds among programs, the incumbent must ensure the integrity of the financial management system as a whole. An immediate challenge facing the incumbent is to simplify this administrative framework.

The Director is charged with providing leadership and direction in the development of comprehensive bilateral agreements covering all areas of endeavour under provincial/territorial jurisdiction. The challenge lies in leading this change while simultaneously maintaining the integrity of ongoing program delivery. A major challenge for the incumbent is to maintain a judicious balance between support to majority and minority linguistic groups in all official languages program operations throughout Canada in order to meet the expectations and needs of all Canadians.

In overseeing the provision of support to the CMEC, the Director is in frequent contact with the Director General, Assistant Deputy Ministers, Deputy Ministers and the Minister to address issues and make decisions related to advancing the government’s agenda to promote and advance official languages support for partners and stakeholders.

DIMENSIONS (Constant Dollars)

FTEs:	30
Operating budget:	$376,900
Grants and contributions:	$42.7 million

SPECIFIC ACCOUNTABILITIES

Provides national leadership in planning, developing, negotiating and managing federal-provincial/territorial agreements related to official languages in education, as well as bilateral agreements with the provinces and territories, to provide official languages services in other major areas of provincial jurisdiction such as justice, health and social services.

Directs the development of the program framework and oversees the national negotiation and management of multi-year Canada-community agreements and other funding initiatives to support official language minority communities.

Directs the management of national programs to promote increased understanding and acceptance of Canada's linguistic duality and bilingualism with the Canadian voluntary and private sectors.

Directs the provision of advisory and secretariat services to the CMEC in the negotiation of the Protocol Agreement.

Provides advice and recommendations, through the Director General, to the Assistant Deputy Minister, the Deputy Minister and the Minister on all issues and decisions relating to official languages support program operations and regional coordination.

EVALUATION RATIONALE

Director, Operations and Regional Coordination

KNOW-HOW

F Extensive knowledge of the Department's mission, legislation, policies and programs related to government cultural programs and initiatives, particularly those dealing with the official languages communities and their community-based organizations and institutions; in-depth knowledge of minority and second-language education research, curriculum development and promotion; and sound knowledge of the policies, principles and practices in developing and implementing strategic plans and policies.

II Conceptual and operational management of national official-languages-related programs of which the results tend to be homogeneous.

3 Critical to work collaboratively with subordinates, colleagues and superiors to ensure that program activities serve national, federal, departmental and stakeholder interests and objectives.

460 High number reflects the degree of specialized knowledge required to develop and manage the delivery of national programs that support the government's agenda for the enhancement of official languages in Canada.

PROBLEM SOLVING / THINKING

E Thinking is done within the Department's strategic objectives as they relate to Canadian linguistic duality and bilingualism.

4 Analytical, evaluative and interpretive thinking required to develop and implement strategies in order to improve and deliver official languages support programs nationally, ensuring national consistency, coherence and integration; and to identify and address issues so as to reconcile the interests and concerns of multiple and varied partners and stakeholders with divergent interests and priorities.

(50) 230 Higher percentage is consistent with the development of strategies, policies and programs in a variety of official languages areas, including research, program development, operations and physical facilities throughout Canada, to develop and coordinate the implementation of strategies, policies and programs concerning the Department's role and position vis-à-vis all aspects of minority and second official-language education.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, Official Languages, the Director is accountable for program development and implementation. The Director manages a significant grants and contributions program in accordance with central agency and departmental financial practices.

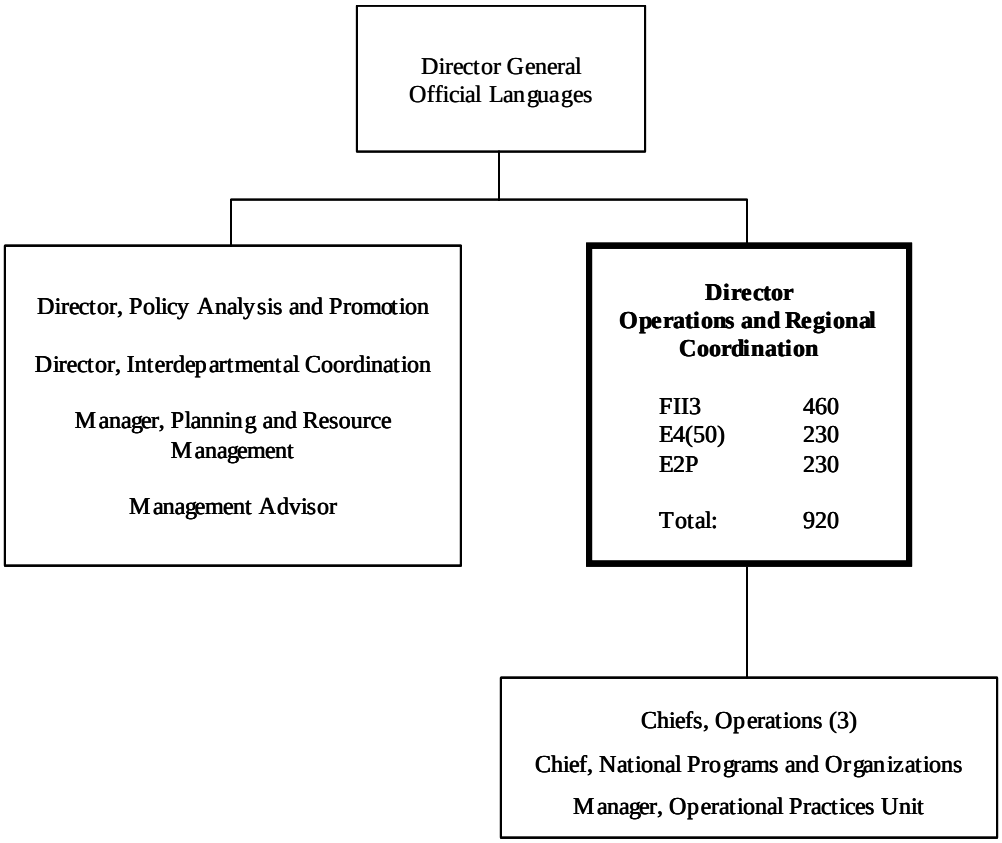
2P Primary impact on programs to ensure the effective delivery of official languages support programs nationally. The proxy selected to represent these activities is the combined salary and operating budgets of $376,900 (constant).

230 The high number reflects the strong role the position plays in the planning, negotiating, management and accountability of federal financial support to provinces and territories related to official languages in education and in other major areas.

SUMMARY

FII3	460	E4(50)	230	E2P	230	=	920	0

DIRECTOR
OPERATIONS AND REGIONAL COORDINATION
NUMBER: 4 – B – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 10-C-1

POSITION TITLE: Head of Mission

GENERAL ACCOUNTABILITY

Is accountable for promoting and protecting Canadian political, economic and cultural interests in the United States and for managing important, complex and sophisticated bilateral and multilateral relations with the senior levels of the U.S. government as the focal point for all Government of Canada programs by providing information and advice on the U.S. to Canadian departments and agencies and by providing advice and assistance to provincial government representatives, visiting Canadian business people, and other visiting and expatriate Canadians.

ORGANIZATION STRUCTURE

The Head of Mission to the United States is appointed by Cabinet and is accountable to the Deputy Minister of Foreign Affairs for representing the Canadian government in general in the U.S. He or she is responsible to the Prime Minister for the most serious and sensitive matters that occasionally arise and to the Ministers of the Crown whose departments have programs in the Head of Mission's area of accreditation.

Specific functions of the six positions reporting to the Head of Mission are as follows:

Deputy Head of Mission (staff of 10) is responsible for providing advice and support for ongoing operational matters to the Head of Mission and for directing significant programs to allow the Head of Mission to focus on strategic promotion, negotiation, and representational and critical policy issues and initiatives of the Mission.

Minister, Commercial and Economic, (staff of 102) is responsible for advising the Head of Mission on all matters concerning Canada's economic and commercial interests in and relations with the United States; directing the work of the Economic Division of the Embassy in five main areas of interest: commercial and trade relations, energy, general economics, tourism, and supply and services.

Minister, Political and Public Affairs, (staff of 90) is responsible for directing the Embassy's Political Division; informing the Canadian government of political developments and trends in the United States that affect Canadian interests; informing the Canadian government of U.S. foreign policy developments and positions; coordinating Embassy activity with respect to defence policy, the

environment, intelligence liaison, legal matters, the interests of the Canadian provinces, Congressional liaison, and liaison with consulates; and directing the Public Affairs Division, which is responsible for the Mission's media, academic, information, cultural and publications programs.

Defence Attaché (staff of 25) is responsible for directing the Defence Liaison Staff in Washington; providing military advice to the Head of Mission and to Embassy divisions in areas of mutual interest; supervising the liaison and information exchange program with the U.S. defence and military authorities; and managing Canadian Forces personnel located in the U.S.

RCMP Attaché (staff of 20) is responsible for advising the Head of Mission and Embassy divisions on areas of mutual interest; supervising the liaison and information exchange with U.S. police authorities; and directing the work of the RCMP Unit.

Minister, Immigration, (staff of 20) is responsible for advising the Head of Mission on all matters concerning Canada's immigration interests in and relations with the United States; and directing the work of the Division.

Minister-Counsellor, Administration, (staff of 49) is responsible for advising the Head of Mission on the management of the Mission; and directing the Administration, Consular and Mission Security Division to ensure smooth internal program delivery of administrative and consular services.

NATURE AND SCOPE

The Department is mandated to ensure the promotion and protection of Canada's interests abroad. The mandate includes responsibility for strengthening Canada's foreign relations; advancing Canadian economic, trade, political, security, environmental and other interests; providing policy guidance to other federal departments and agencies with respect to Canada's international relations; and ensuring that the international dimensions of all government programs are integrated and consistent with government policies and priorities at home and abroad.

In this context, the Head of Mission represents the Department's and Canada's interests in a host country that is designated as having the most significance to Canada and deals with the full spectrum of Canadian issues and programs administered abroad. The incumbent is responsible for identifying and reviewing the main Canadian foreign policy objectives and priorities, actively representing Canadian interests and explaining Canada's position on various foreign policy matters. A major challenge for the incumbent is translating the broad policy objective of foreign relations with the host country into concerted policies, strategies and plans of action that reflect the specific political, economic, social

and cultural realities of the host country, while retaining cohesion in advancing Canadian interests.

The U.S. is the single most significant continuing source of influence on Canada from the outside, whether in the obvious political, economic, trade and security fields or in the equally important, but less tangible, areas of cultural and social developments. The Canadian Head of Mission to the U.S. is the government's chief representative in the U.S. and is a principal adviser on Canada-U.S. relations. As such, the incumbent must be aware of major developments in the U.S.—at all levels of government—in the fields of politics, security, economics, trade and commerce, energy and the environment, which might be of importance to the bilateral relationship. The Head of Mission must further be able to gauge how these matters could develop, how they might become national or state policies that could affect Canadian interests, and what action, if any, the Canadian government can take to ensure Canada is not adversely affected by them.

The Head of Mission must be fully knowledgeable of Canadian developments and interests that could affect or be affected by U.S. actions. The incumbent must explain Canadian policy positions and interests to U.S. authorities and endeavour to have these interests taken into account. A continuing and crucial task of the incumbent is to project Canada and the Canadian image across the U.S. through extensive travel and participation in Canadian-organized events such as public affairs programs and trade exhibits.

As head of the Mission, with a staff of 320, the incumbent manages the post through the Committee on Post Management and through weekly Executive Committee meetings. The incumbent is responsible for supervising post programs and for ensuring that administration and personnel policies fully support the effective operation of the Embassy.

The Head of Mission personally represents the Canadian government in negotiations with the U.S. The incumbent's direct and personal involvement usually entails providing advice on Canada-U.S. relations. The Head of Mission is the first line of defence against the formulation, in the executive or legislative branches, of U.S. policies and actions that might have an adverse impact on Canada. The incumbent must use contacts with key officials to keep abreast of developments that might be of interest to Canada and to head off, or perhaps lessen, any adverse impact these matters might have.

The Head of Mission is also used as a sounding board for U.S. policies and their acceptability to Canada or other countries. The incumbent liaises between important Canadian and U.S. officials when the informal discussion of matters is more appropriate. The incumbent must devote considerable effort to increasing the level of awareness of Canadian concerns among U.S. opinion makers, by exploiting to the fullest the media tools available (e.g. interviews, speeches, attendance at exhibits, seminars).

The Head of Mission must maintain a wide set of U.S. and Canadian contacts in order to foster relations between the two countries. In Canada, these contacts include federal and provincial ministers, senior public servants and senior business people. In the U.S., they include Cabinet members, the President and Vice-President, as necessary, influential members of Congress, and other influential persons who belong to the myriad associations and think-tanks located in Washington.

DIMENSIONS (Constant Dollars)

GNP (U.S.):	$1,072.2 billion
Exports to U.S.:	$54.2 billion
Imports from U.S.:	$98.01 billion
U.S. private direct investment in Canada:	$13.5 billion
Canadian private direct investment in the U.S.:	$3.8 billion
EMBASSY:	
Number of subordinate staff years:	320
Salary, operating and maintenance budget:	$3.2 million

SPECIFIC ACCOUNTABILITIES

1. Improves the bilateral relationship by planning and implementing policies that will result in the development of more mutually profitable political, security, economic, commercial, cultural and environmental relations.

2. Contributes to formulating Canadian policy toward the U.S. by providing the Canadian government with relevant and timely information and advice on various relevant matters.

3. Seeks to influence U.S. policies and developments that might adversely affect Canadian interests by identifying them early, bringing the various courses of action to the attention of appropriate U.S. officials, and following up with U.S. officials on the courses of action formulated to deal with these matters.

4. Increases the awareness of Canada and Canadian interests among influential U.S. officials and opinion makers through the implementation of a vigorous public affairs and information program designed to increase the range of contacts available to Canadian officials.

5. Manages the Embassy by ensuring the close coordination of post programs and the efficient use of resources in order to achieve program objectives by consulting with program managers and using the Committee on Post Management and the Executive Committee.

EVALUATION RATIONALE

Head of Mission

KNOW-HOW

G Mastery of the full range of Canadian political, economic, social and cultural interests in and with the United States; extensive experience in diplomacy and Canadian government activities abroad; and in-depth knowledge and skill in managing and leading Canada's single most important bilateral relationship.

IV Conceptual management of the full range of distinct and complex programs involving frequently competing interests at a major mission; and operational management of 302 employees in various programs.

3 Successful achievement of objectives requires representing Canada in a foreign environment and negotiating matters of a sensitive nature and of crucial consequence with senior officials of the host government.

1056 High number reflects the mastery of bilateral issues required to manage the complex relationship between two countries.

PROBLEM SOLVING / THINKING

G Thinking within generally defined parameters in interacting with host government officials and in advancing specific Canadian interests in and with the United States; participating in the development of federal government positions on all issues affecting Canada-U.S. relations; and dealing with both the administration and Congress.

4 Heavy emphasis on analysis, interpretation and evaluation of events and trends in dynamic relationships between two countries; and constructive, imaginative and innovative thinking required in successful adaptation of programs carried out in the incumbent's area of certification.

(66) 700 High percentage reflects the tendency toward the uncharted in the resolution of issues involving the national policies of the two countries.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister of Foreign Affairs and various deputies with departmental interests at post, is subject to general guidance in the overall conduct of Canadian affairs in the United States; and plays a key role in Canada's single most important bilateral relationship.

7I The position has an indirect impact on Canada's relationship with the United States. The proxy selected to represent this relationship is Canadian export trade of more than $54 billion (constant) annually and U.S. investment in Canada exceeding $13 billion (constant), exclusive of immigration, general relations and other program activities at post.

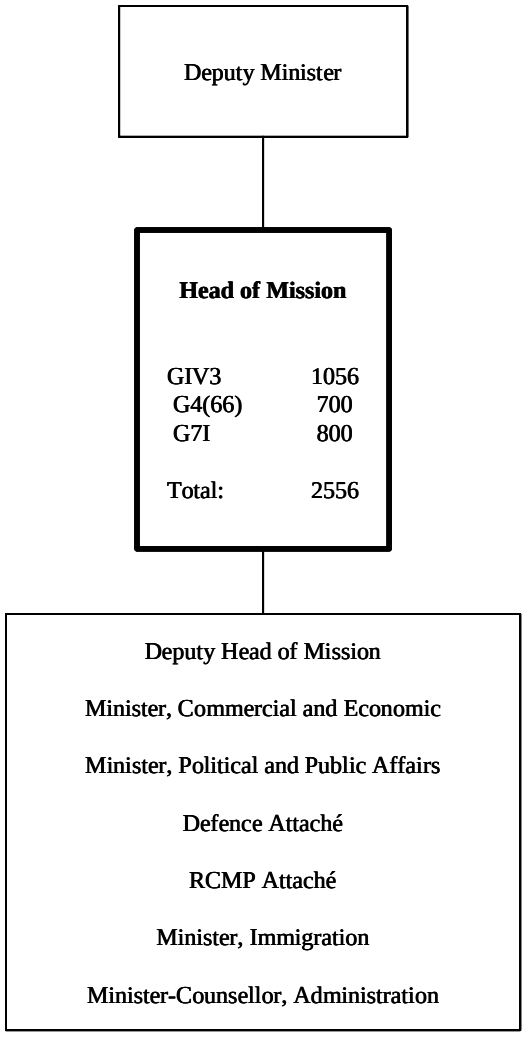
800 Mid-range number reflects the nature and dimension of impact on overall Canada-U.S. relations.

SUMMARY

GIV3	1056	G4(66)	700	G7I	800	=	2556	A1

HEAD OF MISSION

NUMBER: 10 – C – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 9-C-1

POSITION TITLE: Vice-President, Asia

GENERAL ACCOUNTABILITY

Is accountable for planning, articulating and implementing the vision of Canada's bilateral cooperation program to recipient countries in Asia; coordinating all of Canada's multilateral, industrial cooperation and Canadian partnership programs in the region; and representing the Agency at the interdepartmental and international levels in all matters related to development assistance in the region.

ORGANIZATION STRUCTURE

The Vice-President (VP) is 1 of 15 senior officials at the first managerial level reporting to the President. The others are the Senior VP; VP, Policy; VP, Canadian Partnership; VP, Multilateral Programs; VP, Africa and Middle East; VP, Americas; VP, Central and Eastern Europe; VP, Human Resources and Corporate Services; Director General, Communications; Director General, Information Management and Technology; Director General, Performance and Knowledge Management; Director General, Corporate Secretariat; Senior General Counsel; and Executive Assistant.

Specific functions of the management positions reporting to the Vice-President, Asia, are as follows:

Three Program Directors General: Indonesia, Philippines and South Pacific; Nepal, Sri Lanka and Afghanistan; and China (total staff of 75).

Three Program Directors: Indochina, Thailand and Malaysia; Bangladesh; and Pakistan (total staff of 52), each is responsible for developing and recommending aid programs to recipient countries in his or her respective regions and ensuring that these programs relate to Canadian interests and imperatives; determining the most effective aid delivery channels and mechanisms and relative funding levels to achieve a maximum impact in these countries; managing the bilateral component of the aid program; monitoring the implementation of program components flowing through other channels; and recommending adjustments to programs to meet changing circumstances.

Director General, Policy and Planning, (staff of 30) is responsible for ensuring that Asia business objectives are consistent with Official Development Assistance strategies and policies; developing, articulating and advising on Branch strategic planning and policy directions, consistent with Agency and Government of Canada development and cooperation objectives; developing, maintaining and

disseminating, inside and outside the Agency, knowledge of Asian development realities and related Canadian interests; defining end results; and reporting on results of program activities.

Director, Technical and Strategic Management, (staff of 30) is responsible for providing Branch management services for finance, contracting, human resources, information management and business systems for strategically linking and adapting these services to short- and long-term Branch business needs.

NATURE AND SCOPE

The Agency is responsible for facilitating the efforts of developing countries to achieve sustainable social and economic development according to their needs and environment. The Agency's key priorities include reducing poverty and promoting global peace and socio-economic and political stability. Aid is the main cooperation channel.

The Asia geographic region is diverse and complex. The region has a large number of countries, each having its own economic, social, political and cultural reality, often characterized by socio-political instability. The Branch therefore faces major development challenges in fostering cooperation programs to support sustainable efforts that address basic human needs and increase human rights, democracy and good governance. These programs must integrate women and promote development and harmony with the environment.

The VP articulates the vision of Canada's development program in the region. This vision must reflect the development objectives and priorities of each recipient country in the region and must also reflect United Nations international development goals, Canadian foreign policy and development objectives and the Agency's priorities and general policies. The incumbent works in close consultation with Assistant Deputy Minister counterparts in Foreign Affairs Canada and International Trade Canada to harmonize programs.

The VP directs the development of policy frameworks for programs in the region, setting the program objectives, priorities and themes, which are integrated into all Agency programming activities, in order to address the region's complex challenges. The Branch is the main source of information on programs of other countries or donor agencies in the countries for which it is responsible, and is constantly monitoring economic, political, social and cultural issues to assess the countries' evolving needs and adapt programs and specific aid projects to ensure optimum benefit to recipient countries. Many Asian countries face multiple challenges, such as poverty, gender discrimination, conflicts and illiteracy. Some may require extensive assistance in rebuilding their infrastructures, or in dealing with fragile and unstable political systems, in the case of newly independent emerging democracies.

The VP provides Canadian leadership through representation with a myriad of Canadian and international partners, other government departments, developing countries, Canadian organizations, institutions and business, as well as international organizations and agencies, to advance the Agency development program agenda. Aid projects address issues in developing countries, such as economic development, capacity building, human rights, democratization, good governance, health, education, environment and agriculture, and are delivered under contract with partners, consultants and cooperants, or as jointly funded initiatives. In contracted aid projects, the Agency is normally responsible for project and financial planning, approval, management and results assessment.

A major challenge facing the VP is to put in place an effective, results-based management system. The responsibility for leading the bilateral program requires the incumbent to ensure that those activities, relating mainly to planning, implementation and evaluation, are consistent with the Agency's policies and practices and that they ensure the integrity and effectiveness of the program to meet the intended outcomes. The incumbent must ensure that bilateral and multilateral programs incorporate Canada's aid initiatives; consider economic, technical, political and social factors in each country or region; and ensure that appropriate planning, evaluation and reporting structures and processes are implemented to manage projects that support the long-term program direction for regions or individual countries.

The VP must continually adjust programs to ensure maximum benefit to developing countries from the Canadian aid investment. The incumbent must maintain an awareness of Canadian and international influences that have an impact on the aid programs, such as Cabinet decisions to reallocate cooperation funds among new or existing recipient countries, changes in Canada's foreign policy initiatives, developments in the political and economic situation of recipient countries, or human and natural disasters that may require timely response and the reassessment of planned or current projects. Under these circumstances, the incumbent provides the analysis for the review and adjustment of policies and the reallocation of funds. The incumbent also discusses changes made to the program and negotiates their implementation with senior officials of recipient governments and organizations.

The VP regularly discusses and negotiates the content of program policies and guidelines with senior officials of other government departments, such as Finance Canada, Foreign Affairs Canada and the International Development Research Centre. The nature of most aid initiatives in developing countries involves long-term financial commitments, requiring the incumbent to meet with Ministers and senior officials of recipient countries to discuss Canada's long-term cooperation program and development plans for those countries, review current activities and resolve potential disputes. The VP meets regularly with senior officials of the World Bank, the International Monetary Fund and other multilateral institutions and with representatives of other bilateral donors.

The VP is the Canadian expert in development issues in Asia and may be required to appear before parliamentary committees and subcommittees that want to obtain information about the Agency's activities in the region. As a member of the Agency Executive Committee, the incumbent contributes to the development of strategic operational and administrative plans, policies and frameworks.

DIMENSIONS (Constant Dollars)

FTEs:	191
Operational budget:	$3 million
Aid budget:	$50 million

SPECIFIC ACCOUNTABILITIES

1. Develops the vision, policy framework and policies for Canada's bilateral cooperation program in Asia, as well as effective results-based delivery and management policies and procedures.

2. Coordinates the various forms of Canadian cooperation in each country or region. Ensures that funding is provided by the most consistent and effective mechanisms.

3. Provides useful information about the countries in the region to the Government of Canada, especially to the Minister, the President, Foreign Affairs Canada and International Trade Canada. Ensures that the Agency's and the Government of Canada's reporting requirements are met.

4. As a member of the Executive Committee, participates in developing the Agency's policy and strategic operational plans and frameworks.

5. Represents the Agency and/or the Government of Canada at high-level national and international meetings and fora.

EVALUATION RATIONALE

Vice-President, Asia

KNOW-HOW

G Mastery of Canadian foreign policy objectives, goals and interests in recipient countries in Asia; mastery of Cabinet decisions affecting funding allocations and of the Agency's development mechanisms and delivery processes; broad knowledge of the political, social and economic situation prevalent in recipient countries; and broad knowledge of current and developing bilateral and multilateral agreements.

III Conceptual management required to ensure the planning, development, implementation and evaluation of effective aid programs; operational management of project funding and delivery through a variety of partnering, cooperative, consulting and contracting mechanisms; and conceptual interpretation required to resolve competing priorities and demands for funds between and among recipient countries.

3 Successful achievement of objectives requires the incumbent to negotiate with other departments the harmonization of Canadian policies and programs in Asia, and to review and discuss current activities and long-term cooperation programs and development plans with officials of recipient countries.

920 Mid-range number reflects the management activities, the focus of the position on a particular socio-economic area of the Agency's line divisions, and the fluctuating social, political and economic conditions of the countries in the region.

PROBLEM SOLVING / THINKING

G Thinking is done within government and Agency development policies, directing the development of recommended funding levels by country and the identification of aid mechanisms for all recipient countries in Asia.

4 Evaluative and constructive thinking required to respond to frequent major events affecting the aid program in the region, such as the requirement to drastically curtail or build up a program in a country or to respond to major emerging natural and human disasters.

(57) 528 Solid percentage reflects the socio-economic context in which program activities are conducted and the requirement to develop proposals within an approved framework.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the President, is accountable for planning and implementing the bilateral component of Canada's aid program in Asia, and for programming special program branch components by country. Is subject to policies designed to develop a degree of uniformity among the four area branches.

4P The position has a primary impact on the bilateral aid program in Asia. The proxy selected to represent this program is a budget of $50 million (constant) annually.

700 Standard number reflects the collegiality of program decisions, leaning toward a contributory impact, representative of the relative latitude of the position in determining program financial levels and managing projects in client countries.

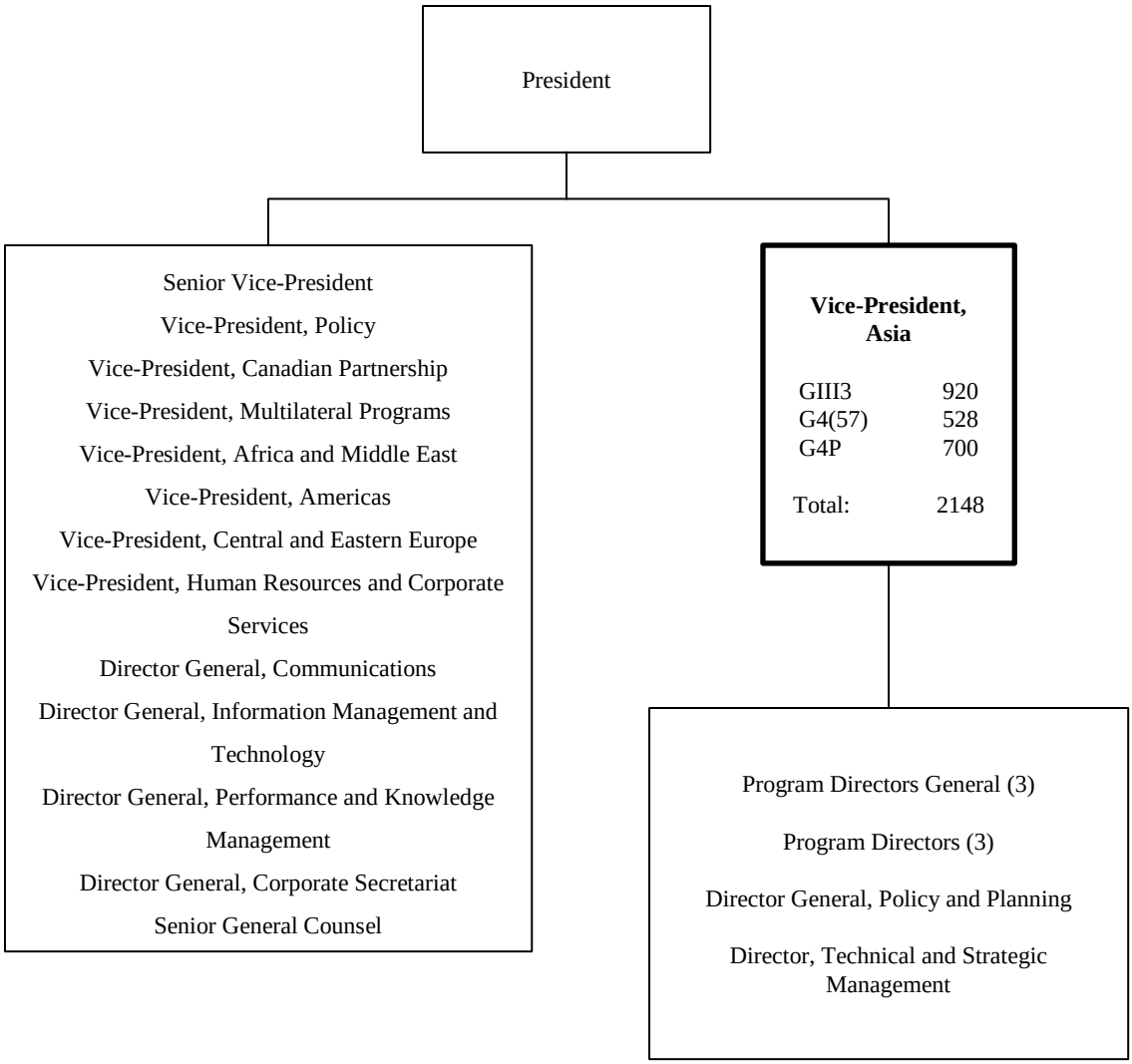
SUMMARY

GIII3	920	G4(57)	528	G4P	700	=	2148	A2

VICE-PRESIDENT

ASIA

NUMBER: 9 – C – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-C-1

POSITION TITLE: Head of Mission / Ambassador

GENERAL ACCOUNTABILITY

Is accountable for the protection and promotion of all Canadian interests in and with Finland, through the management of all Canadian federal government programs in Finland, and through the provision of information, advice and assistance to departments in Ottawa, to provincial government representatives, to visiting Canadian individuals and organizations from the private sector and, on request, to Finnish officials, organizations, business people and other individuals with interests in Canadian matters.

ORGANIZATION STRUCTURE

This is 1 of some 115 Heads of Mission appointed by Cabinet and accountable to the Minister and the Deputy Minister of Foreign Affairs and to the relevant Deputy Ministers of all departments that have program activities in the area of accreditation.

Specific functions of the three positions reporting to the Head of Mission / Ambassador are as follows:

Counsellor, Immigration, (staff of 7) is responsible for directing the immigration program in the host country, which has a significant impact on immigration policy toward that country.

Counsellor, Trade and Commerce, (staff of 7) is responsible for managing commercial and trade relations, and managing the development program in the host country.

First Secretary, Administration and Counsel, (staff of 5) is responsible for managing the overall administration of the Mission abroad and the consular program to assist Canadians within the host country.

NATURE AND SCOPE

The Canadian Embassy in Helsinki is a focal point for Canadian relations with Finland, one of the smallest (in terms of population) of all European countries, but one that has preserved its independence, strengthened its democratic institutions and developed a highly industrialized market economy.

The Head of Mission / Ambassador is responsible for providing leadership in a range of interrelated diplomatic activities of moderate complexity. The incumbent also conducts economic and political negotiations between the host country and numerous Canadian participants—including the private sector and government departments—within the parameters and guidelines prescribed by officials of the Geographic Bureau. The incumbent must be aware of major developments in the host country; at the various levels of government; in the fields of politics, economics and commerce; and in other domains that might be important to ongoing relations with the host country. In this capacity, the incumbent ensures that advice and assistance are provided to officials of other government departments and agencies and provincial governments, as well as to senior representatives of Canadian companies and other private organizations and individuals.

As Head of Mission / Ambassador, the incumbent chairs the committee on post management, oversees all post programs and deals with personnel and administration questions referred by staff, in consultation with headquarters departments, as necessary. The incumbent leads the provision of consular services to Canadians residing in or visiting the country, protecting their interests, ensuring their safety and security and making representations to host country officials in cases of distressed Canadians.

As the representative of Canadian interests in Finland, the Ambassador explains Canadian positions on matters of bilateral or multilateral concern to ministers and officials of the Finnish government and seeks to influence Finnish positions in our favour. The incumbent informs the Canadian government of important developments in Finland and of the Finnish government’s position on questions of mutual interest, and offers advice on policies that Canada should adopt in relations with Finland.

By giving speeches, sponsoring prestigious film screenings, opening tourist, cultural and other exhibits, making public appearances and offering official hospitality, the Head of Mission / Ambassador plays an important role in explaining Canada to opinion-formers in Finland and encouraging closer economic and cultural relations between the two countries.

A significant part of the Head of Mission / Ambassador’s activity is devoted to encouraging more direct contacts between Canadians and Finns in all fields, with a special emphasis on potential trade. Apart from activities directed toward the Finnish government and private organizations and individuals, the Head of Mission / Ambassador works to make Canadians aware of opportunities and challenges in Finland, and meets with visiting Canadians, federal and provincial officials and business people. An important challenge for the Head of Mission / Ambassador is to develop a greater awareness in Finland of Canadian capabilities as an exporter of high-quality manufactured goods and capital plants.

Economically, Finland constitutes an important actual and potential customer for Canadian goods. The country is uniquely positioned within the East-West context. It has association status in the European Free Trade Area and the European Economic Community and has a special arrangement with Russia under the Treaty for Friendship Cooperation and Mutual Aid, as well as with the Eastern European countries.

The Head of Mission / Ambassador is called upon to develop and implement strategies, approaches and initiatives to support and advance relationships with the host country as an effective partner in pursuing mutual interests through many shared social, economic and political objectives, and in actively participating in international organizations where we often have common goals. In managing this relationship, the Head of Mission / Ambassador must build on Canadian and Finnish interests in the international organizations to which each belongs, and develop an understanding of interests and concerns of Finnish officials engaged in policy making in their respective fields.

The Head of Mission / Ambassador is expected to propose changes in policy to headquarters bureaus and to recommend and initiate important bilateral exchanges, such as ministerial visits and trade missions. In consultation with staff, the incumbent establishes objectives and plans for post programs and requests the allocation of the resources required. Once the level of resources is determined, the Head of Mission / Ambassador is responsible for their effective distribution and use to ensure that programs are carried out in accordance with established priorities and meet their set objectives.

The Ambassador must develop and maintain a wide range of senior Canadian and Finnish contacts to build a strong relationship between the two countries. In Canada, these contacts include federal and provincial ministers, senior public servants and top-level business people. In Finland, where decision making is concentrated at a high level, it is essential that the Head of Mission / Ambassador have easy access to ministers and, on occasion, the President.

DIMENSIONS (Constant Dollars)

Finland	
Exports to Canada:	$44.9 million
Imports from Canada:	$44.9 million
Total:	$89.8 million
Embassy	
FTEs:	21
Operating budget:	$173,900

SPECIFIC ACCOUNTABILITIES

1. Develops bilateral relations between Canada and Finland by planning and controlling activities to encourage closer political, economic, commercial and cultural cooperation.

2. Contributes to the formulation of Canadian policy toward Finland through the provision of timely and relevant information and advice to the Canadian government.

3. Influences Finnish policy in Canada's favour by meeting, informing and persuading Finnish ministers, senior officials, media representatives and persons in the private sector.

4. Contributes to economic development in Canada by promoting Canadian trade and industrial activities through a variety of means.

5. Protects the interests and rights of Canadian travellers by providing efficient and effective consular services.

6. Facilitates the entry of Finns into Canada for temporary or permanent residence through the effective application of Canadian immigration policy and procedures.

7. Develops and implements a public affairs program to improve knowledge of Canada and appreciation of Canadian cultural achievements.

EVALUATION RATIONALE

Head of Mission / Ambassador

KNOW-HOW

G Mastery of a range of Canadian political, economic, social, and cultural interests in and with the host country; thorough knowledge of the political, economic and social environment in Finland, as it may affect Canadian interests; and broad experience in diplomacy and Canadian government activities abroad.

III Conceptual management of a range of district programs that frequently have competing interests.

3 Successful achievement of objectives requires directing and motivating employees, representing Canada in a foreign environment, and negotiating matters of sensitive nature and importance with the host government's senior officials.

700 Mid-range number reflects the degree of professional and managerial knowledge required to foster and promote harmonious bilateral relationships between the two countries.

PROBLEM SOLVING / THINKING

F Thinking within broadly defined parameters in identifying the interests and concerns of the host government and in identifying, pursuing and advancing specific Canadian interests in and with the host country. Although instructions from headquarters are common, frequently there is limited guidance on how to handle local or novel issues.

4 Analytical, interpretative and evaluative thinking required to assess events and trends in the relationship between Canada and Finland; constructive thinking is required in successful adoption of programs carried out in territory.

(50) Solid percentage reflects the geopolitical situation where most situations
350 that arise are covered by precedents and corporate parameters.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Deputy Minister and accountable to various deputies of the Department having ministerial interests, is subject to general guidance from the corporate geographic area authority in the overall conduct of Canadian affairs in the host country.

4C Contributory impact on bilateral relationships with the host country. The proxy selected to represent these relationships is the trade component, which is over $89 million (constant).

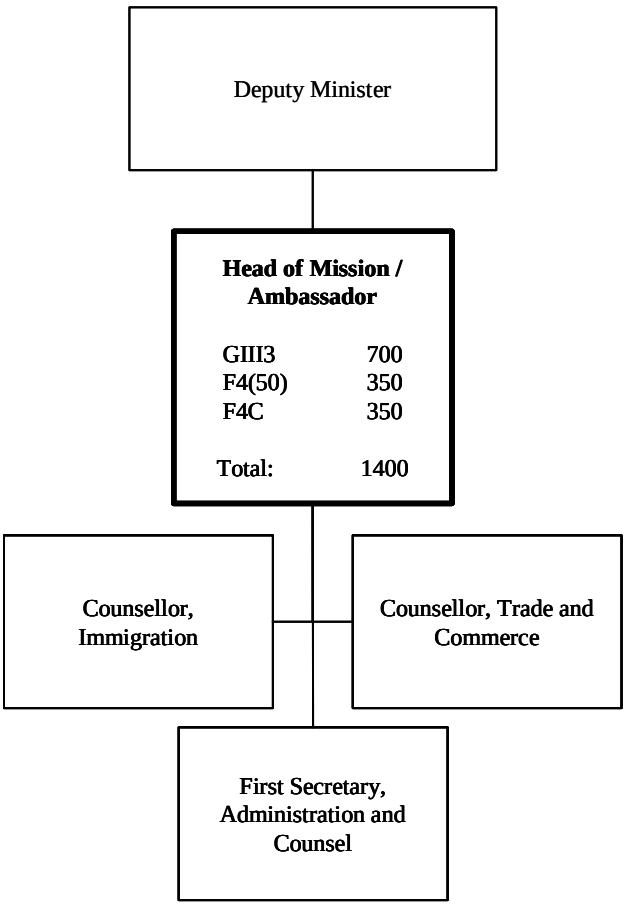
350 High number indicates that the position has some degree of latitude to manage all aspects of bilateral relations and the scope of those relations within the context of Canada's interests abroad.

SUMMARY

GIII3	700	F4(50)	350	F4C	350	=	1400	0

HEAD OF MISSION / AMBASSADOR

NUMBER: 7 – C – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-C-1

POSITION TITLE: Counsellor / Program Manager, Political and Economic

GENERAL ACCOUNTABILITY

Is accountable for analysing political and economic events, primarily in a bilateral environment with some multilateral involvement, in a host country that has significant diplomatic and international relations with Canada; conducting a significant level of consultations; establishing information, collaborative and intelligence contacts and networks with senior private and public officials in a complex and interrelated diplomatic, economic, political and cultural environment; assessing political and economic direction or leadership; and providing significant political and economic policy advice and recommendations to the Head of Mission and headquarters.

ORGANIZATION STRUCTURE

This position is one of six senior officials reporting to the Head of Mission in a country of major significance to Canada's foreign affairs and international relations. The others are Counsellor, Economic and Trade; Counsellor, Immigration; Counsellor, Commercial; Counsellor, Administration and Consular Service; and, Defence Attaché.

Reporting to the Counsellor / Program Manager, Political and Economic, is a staff of 12 Canada-based and locally engaged employees responsible for the analysis of various aspects of political and economic events and personalities in the host country and background and interrelationship issues, and the provision of support services for these functions. These positions include a Senior Political Analyst, a Senior Economic Analyst, Foreign Service Officers, and Senior Locally Engaged Staff.

NATURE AND SCOPE

The Department is mandated to ensure the promotion and protection of Canada's interests abroad. The mandate includes responsibility for strengthening Canada's foreign relations; advancing Canadian economic, trade, political, security, environmental and other interests; providing policy guidance to other federal departments and agencies with respect to all aspects of Canada's international relations; and ensuring that the international dimensions of all government programs are integrated and consistent with government policies and priorities at home and abroad.

In this context, the Counsellor / Program Manager, Political and Economic, is accountable for directing the analysis of political and economic events and policies in a host country that is of significant importance to Canada and with which Canada has built a strong relationship. The importance of the host country is usually derived from its membership in NATO and, in some instances, its status as a partner in the G8.

The Counsellor / Program Manager directs the assessment and definition of the importance of various political and para-political groups, their platforms or ideologies, their plans of action, and their influence on both domestic political and economic events and foreign and trade policies of the host country. This is critical in order to properly gauge and evaluate the effects of these groups, their positions and their priorities on other countries in the region, their international positions and their bilateral foreign policy relationship with Canada. These events and influences may occasionally affect multilateral international bodies or specific treaty organizations of which Canada is a member.

The Counsellor / Program Manager establishes and maintains a variety of contacts with senior members of the host country's government, opposition parties, extra-parliamentary and other political groups and associations, influential journalists, academics, and members of the business community in order to obtain information on government policies, their relative effect and success, reactions to them by other political and economic groups in society and by the public, and their effect on the host country's bilateral relationship with Canada and, occasionally, on the host country's multilateral relationship with other partner nations in the geographic region. The incumbent analyses the host country's actions and objectives with respect to issues such as good governance, social conditions, political tradition, democracy, civil and human rights, defence, disarmament, the environment and commerce. The analysis covers all forms of economic activity, such as banking systems and access; capital markets; civil aviation; and investment climate, including consumer spending, Canadian investment in the host country and investment by the host country in Canada, and any other economic activity or policy likely to affect economic relations with Canada.

The Counsellor / Program Manager must stay abreast of changing situations in order to evaluate the extent to which governments and government policies are likely to affect bilateral relations between Canada and the host country, and the overall interests and objectives of Canada and its allies. The incumbent must obtain as accurate a picture as possible of the country's political and economic situation and must direct the assessment of the impact of political changes, including changes in political personalities and leadership, the effect of such changes on the host country's society, and on its political and economic interests, foreign policy objectives, relationships with other countries, international positions, and specific issues, such as disarmament, regional security, environment, economics and international trade.

The objective is to provide the Department and other government departments with specific interests in the host country with an accurate assessment of the host country's politics and the likelihood of changes in policies and political directions that could impact Canada's interests or specific Canadian foreign policy objectives, not only directly but also indirectly, on other countries with which Canada has international relationships.

The Counsellor / Program Manager directs the analysis of various aspects of the relationship, their relative priority, and the host country's likely reaction to any Canadian position, and recommends the best strategic position in order to facilitate the achievement of Canada's objectives without appearing to interfere in the host country's domestic situation and without causing negative impacts on other aspects of the existing bilateral relationship.

The Counsellor / Program Manager must have an excellent understanding of the host country's political, economic and social history and traditions, its political and economic sensitivities and its overall domestic and foreign policy objectives. The incumbent must also have a full grasp of the dynamics that drive its current and long-term political and economic orientations and priorities within a broad bilateral environment in order to sustain strong, proactive and collaborative interactions and relations with Canada. The incumbent must have a strong understanding of the host country's relative political and economic developments, its relationships with neighbour countries, and its NATO and occasionally G8 implications.

The Counsellor / Program Manager must have a high degree of knowledge of overall Canadian foreign policy and trade objectives, the specific policies and strategies used to achieve these objectives, their philosophical and domestic political underpinnings and their long-term goals for Canada in the global arena with regard to a host country that is of significant diplomatic and international importance to Canada. The incumbent establishes the program's overall strategic, operational and business directions and objectives and sets work standards.

DIMENSIONS (Constant Dollars)

FTEs:	12
Operating budget:	$142,000
Two-way trade:	$861 million

SPECIFIC ACCOUNTABILITIES

1. Directs, through horizontal coordination and consultation, the assessment of political and economic developments in a host country of major political and economic interest to Canada; and directs the analysis of the effect of political and economic developments on the host country's domestic and foreign policies, trade and investment relationships, regional security situation, environmental issues and international position with respect to significant issues, as well as on Canada's present and future bilateral relationship with that country.

2. Provides direction, leadership and recommendations to the Head of Mission and to headquarters in Ottawa on the development, formulation and maintenance of the Canadian government's political and economic program delivery frameworks and associated systems and practices toward the host country.

3. Develops a variety of contacts with the host country's political leaders, opposition groups, academics, business groups, economic think-tanks and other influential parties in order to assess their reactions to political and economic events, their relative influence on these factors, possible changes in political directions or leadership and the effect of these changes on the bilateral relationship with Canada and, occasionally, on multilateral relationships.

4. Develops and implements strategies to sustain strong bilateral relations and to influence the host country's domestic and foreign policy and economic positions.

5. Provides ongoing analysis and policy advice to the Head of Mission and departmental headquarters with respect to the overall political and economic policies and context, significant issues and events in the host country and the possible reaction of neighbouring countries; recommends strategies to achieve Canada's short- and long-term foreign policy and economic objectives; and increases the receptiveness of host country political and economic leaders to Canadian positions and new initiatives in other areas of the bilateral relationship.

6. Represents Canada at a senior level and negotiates Canadian positions at sensitive, complex and significant bilateral meetings and international fora, and, occasionally, at multilateral meetings within strategic and operational parameters.

EVALUATION RATIONALE

Counsellor / Program Manager, Political and Economic

KNOW HOW

F In-depth knowledge of the host country's political, economic and social history and traditions, political and economic sensitivities and overall domestic and foreign policy objectives; in-depth knowledge of Canadian foreign policy objectives, the specific policies and strategies used to achieve these, their philosophical and domestic political underpinnings and their long-term goals for Canada.

III Operational management and coordination of planning activities, policy formulation and Canada's political and economic relations with the host country.

3 Successful achievement of objectives requires directing and motivating staff; representing Canada and negotiating Canadian positions at sensitive, complex and significant bilateral meetings and international fora.

608 High number reflects the high degree of sophisticated knowledge required to provide direction on the development and formulation of Canadian political and economic program delivery frameworks; and develop and implement strategies to sustain strong bilateral relations and influence domestic and foreign policy and economic positions of a host country that has significant diplomatic and international relations with Canada.

PROBLEM SOLVING / THINKING

F Thinking within generally defined policies respecting substance and conduct of political and economic affairs with the host country.

4 Analytical and adaptive thinking is required in assessing developments in a major political and economic partner host country, in making policy proposals and recommendations, and in directing the analysis of the various aspects of the relationship with the host country and its likely reaction to any Canadian position.

(50) 304 Solid percentage reflects the focus on political and economic issues and the context of the position and Mission.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Head of Mission, is accountable for carrying out responsibilities related to the management of a full political and economic program between Canada and the host country and the coordination and implementation of related policies.

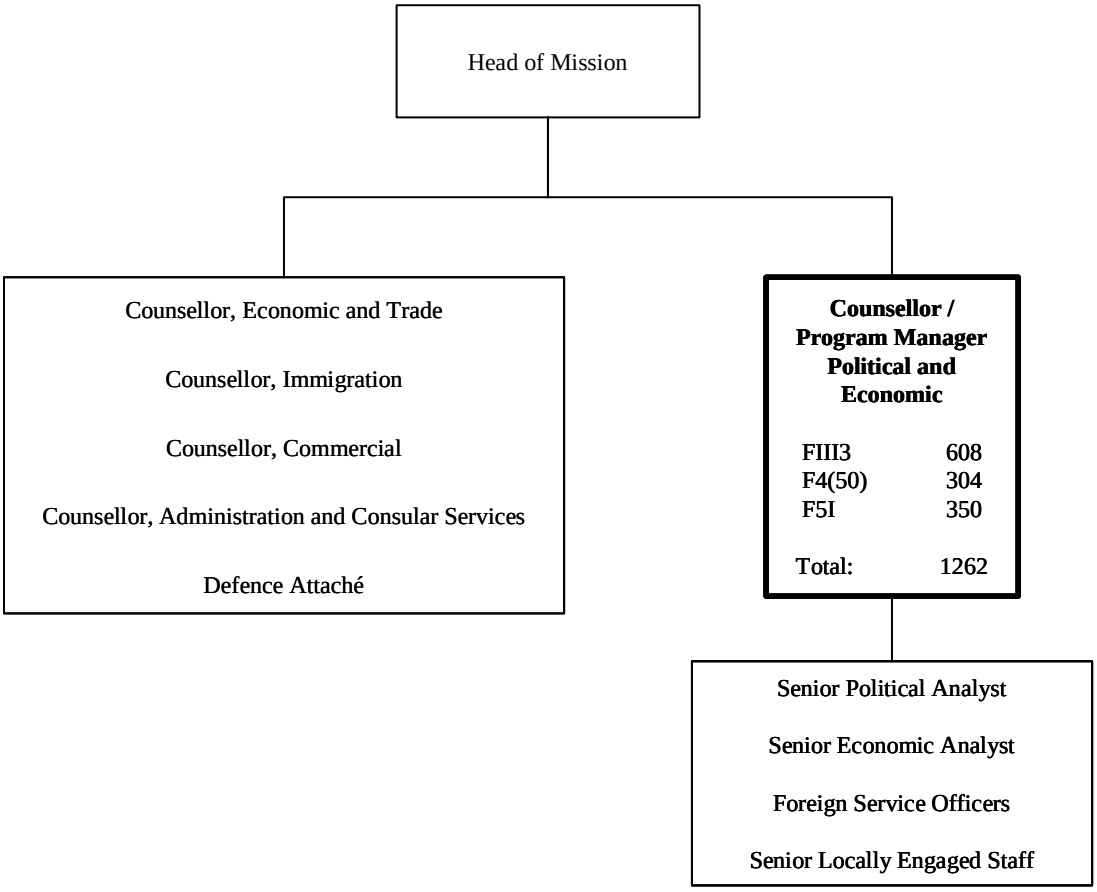
5I The position has an indirect impact on trade and investment business with the host country. The proxy selected is annual two-way trade, which averages $861 million (constant dollars).

350 High number reflects the high degree of latitude that the position has to manage the mission's political and economic programs that impact trade and commercial activities.

SUMMARY

FIII3	608	F4(50)	304	F5I	350	=	1262	A1

COUNSELLOR / PROGRAM MANAGER
POLITICAL AND ECONOMIC
NUMBER: 6 – C – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 5-C-1

POSITION TITLE: Program Manager, Immigration

GENERAL ACCOUNTABILITY

Is accountable for developing and implementing operational policies, plans, guidelines, standards, processes and procedures for cost-effective management of the delivery of the Department's immigration and visitor programs and services for the assigned geographical region; and providing input to the development and support of strategies and approaches to advance the position of the federal government with respect to social policy and immigrant and refugee issues.

ORGANIZATION STRUCTURE

This is one of the senior positions reporting to the Head of Mission. The others include Program Manager, Political and Economic; Program Manager, Commercial; Program Manager, Consular/Administration; Program Manager, Canadian International Development Agency (CIDA); Royal Canadian Mounted Police (RCMP) Attaché.

Specific functions of the positions reporting to the Program Manager, Immigration, are as follows:

Manager, Immigration Operations,(staff of 15) is responsible for planning, developing and coordinating the implementation and monitoring of operational policies for the delivery of immigration services for the geographical area; and directing the development, maintenance and enhancement of automated and manual information management systems.

Manager, Visitor Operations, (staff of 11) is responsible for planning, developing and coordinating the implementation and monitoring of operational policies for the delivery of the visitor visa program, including workers, students, tourists and returning residents, for the geographical area; managing program accounting operations, including management of revenue collected in cost recovery and right of landing fees; and managing reception and registry operations.

Immigration Control Officer is responsible for developing and maintaining productive working relationships with airline companies operating in the geographical region; developing, promoting and providing training programs for airlines and local immigration personnel with respect to the identification of fraudulent documentation and denying access to Canada to inadmissible persons; managing relations with maritime shipping companies in order to develop strategies and processes to prevent the transport of improperly documented passengers to Canadian shores; and reporting on activities in the control policy area with respect to the assigned geographical area.

NATURE AND SCOPE

The Department is the focal point for the government's priorities and agenda with regard to a broad range of issues related to socio-economic concerns and interests in the field of migration and citizenship. Its mandate covers the development of legislation, policies and regulations targeted at selecting and resettling immigrants and refugees, controlling movements of people into Canada and managing policies and programs related to citizenship in response to immigration levels established to reflect national economic, social and humanitarian objectives and international obligations.

In this context, the Program Manager is responsible for coordinating, among the missions and satellite offices in the assigned geographical area, the cost-effective delivery of the Department's immigration and visitor programs and services. The incumbent directs the development and implementation within the area of operational policies, strategies, processes and procedures, reflecting the priorities of the federal government as well as the letter and intent of the legislative and regulatory framework for the selection of immigrants and management of visitor programs. The incumbent must ensure, in cooperation with other Program Managers and Heads of Mission in the area, that each point of service delivery is given adequate attention.

The Program Manager directs the development of service standards and comprehensive schedules to ensure that requests are processed expeditiously in the mission and that the other countries within the area of responsibility are provided with an acceptable level of service. The incumbent must schedule regular visits by immigration officers to conduct interviews, inform staff at missions in these countries on developments in the immigration and visitor fields and develop alliances with the officers in these posts, as well as with officials in these countries.

The Program Manager examines and reviews all business processes related to the selection and control of immigrants and visitors with a view to increasing the effectiveness of resources allocated to these activities. The incumbent develops approaches and tools to assess the effectiveness of operational policies and procedures in supporting the delivery of the program's activities. He or she directs

the analysis of the results of these reviews and develops and coordinates the implementation of corrective actions required to address the deficiencies identified. The incumbent is required to regularly recalibrate operational policies, procedures and systems to ensure that the visa office can carry out its responsibilities effectively and efficiently and in a manner that is responsive to constantly changing international and domestic circumstances.

As the senior immigration official in the area, the Program Manager is called upon to provide advice on the application of immigration policies and processes, not only to immigration officials in the office, but also to Heads of Mission and Canadian representatives in locations that do not have a resident immigration official. While each visa officer is authorized under the Immigration Act to make the final decision on most immigration applications, the incumbent provides definitive advice to supervisors and officers regarding the disposition of particularly complex and sensitive cases. The incumbent has delegated ministerial authority to approve cases on humanitarian and compassionate grounds. Acting on behalf of the Minister, he or she may be subject to probing questions by the media and interest groups regarding his or her decisions.

The Program Manager develops the position of the geographical region with respect to control and enforcement activities. He or she must exercise this responsibility in an environment characterized by high levels of fraud, false documentation and deplorable socio-economic conditions for the average citizen. Much of the cost recovery is done in countries with underdeveloped banking systems, which lends itself to the temptation for theft and possible malfeasance among persons within and outside the mission. These concerns are not restricted to the cash and cost-recovery systems. Control documents, such as visas and seals, are extremely valuable on the black market. The incumbent must have effective systems in place to deter any attempts of malfeasance. The lack of reliable public services, a high crime rate, high inflation and inadequate health care all combine to encourage emigration. This requires the incumbent to establish and maintain productive working relationships with on-site representatives of the Canadian Security Intelligence Service and the RCMP, as well as with Immigration Program Managers in other missions, to ensure a successful interdiction program. He or she directs all interdiction activities with airline staff and airport and immigration officials on improperly documented airline passengers. Special procedures are necessary to guarantee the integrity of police certificates, birth certificates and other official documents requested by the visa office. He or she must keep current on immigrant movements worldwide and related processing difficulties, as applications are received and accepted at all missions from anywhere in the world. The surreptitious entry of prohibited groups of individuals usually associated with drugs, violence and other criminal behaviour can affect bilateral relations between Canada and other countries.

The Program Manager reports on the full range of immigration-related issues, demographics, social issues, trends and developments of interest to Canada. Examples include farm workers' movements and general immigration into

Canada, as well as refugee and irregular movements. He or she is involved in promotion and recruitment activities aimed at attracting prospective applicants with the required education level to fill shortages in Canada. Members of Parliament and other politicians approach the Head of Mission and the Program Manager frequently on the most serious and most mundane issues. Routine changes in Canadian immigration procedures are often prominently featured in the local media.

The Program Manager is called upon to provide effective coordination and leadership in managing the immigration program within the context of the mission's management practices. In this capacity, the incumbent prepares the budgets and ensures the integrity of all financial operations, including cost recovery for the immigration program. He or she manages human resource activities for the immigration program for both Canada-based and locally engaged staff.

The incumbent is also in frequent contact with officials of the other programs in the mission and in other missions in the region to discuss and resolve problems and develop common strategies and initiatives to promote Canada in the area. He or she establishes and maintains a network of strategic contacts with the host government, international organizations and agencies to advocate and maximize Canadian influence on policies and programs regarding social issues, immigration and refugees of importance to Canada. This involves participation in discussions in both informal and formal settings. The incumbent must ensure that a consistent message is expressed to local contacts and at international conferences, symposia and working groups, etc. The incumbent has frequent contacts with representatives of airlines and airports to discuss interdiction and enforcement issues and with officials of foreign governments and international organizations to discuss social policy and immigration matters of mutual interest.

DIMENSIONS (Constant Dollars)

FTEs:	28 (+ 5 area staff)
Operating budgets (including area budgets):	$330,000
Cost-recovery revenues:	$350,000

SPECIFIC ACCOUNTABILITIES

1. Directs the development and implementation of cost-effective operational policies, guidelines, procedures and processes to ensure that the Department's programs and services in the host country and the assigned geographical area are delivered in a manner that is consistent with government priorities and the intent and letter of the Immigration Act and Regulations, including medical, security and criminal screening.

2. Ensures the integrity of the application of the Immigration Act through effective management of visa officials and judicious exercise of delegated ministerial authorities.

3. Develops strategies and initiatives to establish and maintain productive working relationships with the staff of other programs in the mission and in other missions, as well as with the staff of foreign governments and international organizations in the area, to advance Canadian interests regarding social policy and immigration and refugee issues.

4. Manages relations with the host country and other countries in the area to ensure that developments and trends on social policy issues are identified and that analyses and reports are prepared to inform headquarters organizations and other government departments.

5. Directs the development and implementation of strategies and initiatives to ensure productive working relationships with officials of airlines, airports, maritime transportation companies and government departments to advance Canadian interests and prevent the passage of improperly documented travellers.

6. Ensures the integrity of the program's cost-recovery operations in the mission, including the development and implementation of appropriate operational policies, processes and procedures for the collection, safe-keeping, accounting and banking of all fees collected and all control documents by the immigration program at the mission.

7. Develops and implements strategies and initiatives to attract priority immigrants, such as skilled independent workers or business applicants.

8. Manages human resources for the Canada-based and locally engaged staff assigned to and hired by the visa offices, and ensures that the operational interests and concerns of the program are included in the management of the mission.

EVALUATION RATIONALE

Program Manager, Immigration

KNOW-HOW

F Extensive knowledge of immigration legislation, regulations, policies, procedures and precedents; thorough knowledge of post and program management abroad, both in general and specific to the mission in the host country and to the particular problems in the assigned geographical area; and extensive experience in dealing with officials of foreign missions and governments, as well as international organizations.

III Operational and conceptual management of the immigration and visitor programs and activities in the host country and the assigned geographical area.

3 Successful achievement of objectives requires establishing and maintaining working networks with a variety of Canadian and foreign officials, advocacy groups and stakeholders, and representing Canada's positions, policies and interests.

528 Mid-range number reflects the degree of managerial and specialized knowledge and expertise required to manage the diverse activities involved in the examination and processing of program-related applications; the development, tailoring and establishment of fraudulent behaviour-control and enforcement mechanisms; the analysis of and reporting on immigration-related social and demographic issues, trends and developments; and the management of cost-recovery operations related to immigration and visitor operations in a dispersed geographical area characterized by fluctuating socio-economic and political conditions.

PROBLEM SOLVING / THINKING

F Thinking is done within broadly defined objectives in the management of immigration and visitor programs and activities in a foreign geographical area.

4 Requires evaluative and analytical thinking to develop and implement strategies and procedures adapted to the characteristics of the geographical environment.

(50) 264 Solid percentage is consistent with the degree of thinking required to manage a complex program to meet government socio-economic interests in a foreign jurisdiction.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Head of Mission, acts as the senior immigration official in the geographical area and exercises an extended degree of decision making that is subject only to general policy guidelines from the home department.

2P The position has a primary impact on program activities. The proxy selected to represent these activities is an operating budget of $330,000 (constant).

304 Mid-range number reflects the size of the budget and the degree of latitude in representing the Department, managing and providing guidance in the resolution of individual cases and exercising ministerial authority to approve cases on humanitarian or compassionate grounds.

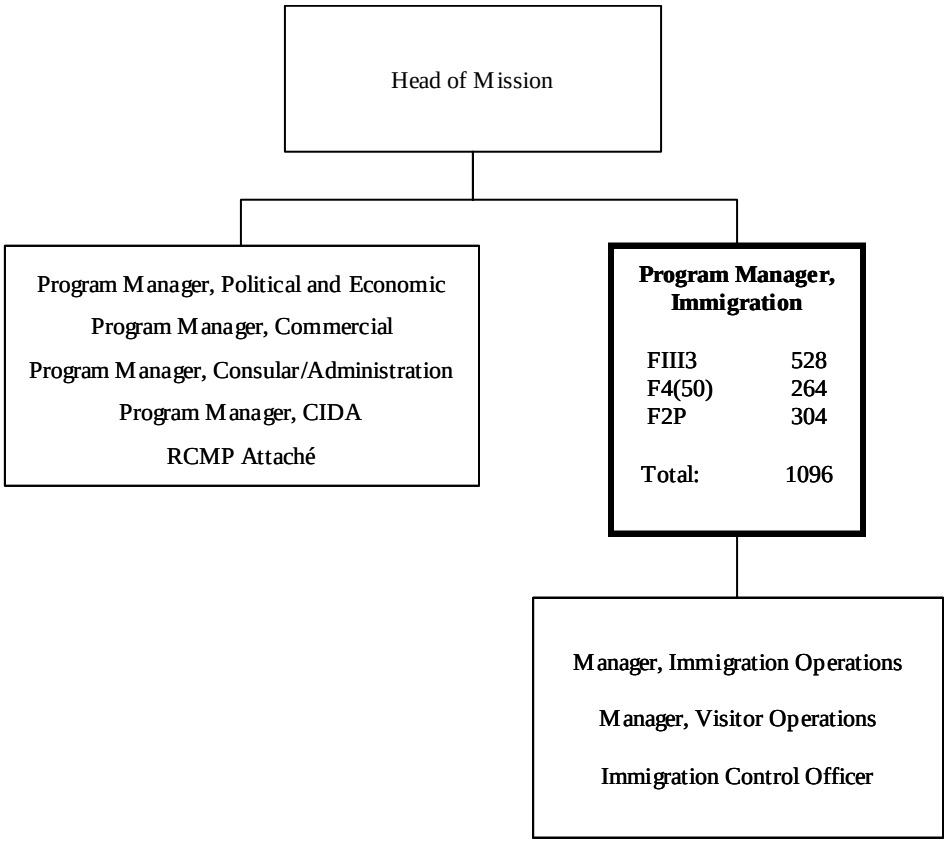
SUMMARY

FIII3	528	F4(50)	264	F2P	304	=	1096	A1

PROGRAM MANAGER

IMMIGRATION

NUMBER: 5 – C – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-C-1

POSITION TITLE: Director, Circumpolar Affairs

GENERAL ACCOUNTABILITY

Is accountable for providing national and international policy leadership in identifying, addressing and harmonizing national and international circumpolar issues to support and advance the northern dimension of Canada's foreign policy and the Department's overarching policy agenda.

ORGANIZATION STRUCTURE

This is one of three positions at the second managerial level reporting to the Assistant Deputy Minister, Northern Affairs Program. The others are the Director General, Natural Resources and Environment; and the Director General, Sectoral Policy and Program Devolution.

Specific functions of the positions reporting to the Director, Circumpolar Affairs, are as follows:

Three (3) Analysts, each responsible for analysing circumpolar issues; developing policy options and Canadian positions on issues and relations; developing and maintaining networks and linkages with counterparts in other government departments, territorial governments, Aboriginal organizations in Canada and circumpolar partner organizations; providing strategic support to Canada's Ambassador for Circumpolar Affairs, including support for files relating to the Arctic Council; and preparing briefings and drafting ministerial correspondence.

NATURE AND SCOPE

The Department is responsible for two separate yet equally important mandates: meeting the federal government's constitutional, treaty, political and legal responsibilities to First Nations, Inuit and northerners; and supporting First Nations and Inuit in developing healthy, sustainable communities and achieving their economic and social aspirations. The Northern Affairs Program is mandated to manage ongoing federal responsibilities in the area of international circumpolar relations.

Within this context, the Director, Circumpolar Affairs, provides national leadership in establishing new cooperative efforts and building on existing partnerships across domestic and international stakeholder communities in order to meet this increased responsibility for elaborating and implementing the northern dimension of Canada's foreign policy.

The Director leads the analysis, development, implementation, research, evaluation and improvement of a cohesive departmental circumpolar policy framework that is harmonized with the Department's overarching policy agenda, that is integrated into Canadian foreign policy, and that ensures that policies reflect Canada's domestic agenda and the aspirations of Aboriginal and non-Aboriginal northerners. The incumbent directs the development of strategies to monitor Canadian and international developments across circumpolar and multi-lateral/bilateral initiatives and organizations.

The Director leads and oversees the formulation of responses on circumpolar issues, not only those related to domestic concerns, but also those with international implications that impact on domestic policy. Through extensive consultation and contacts with stakeholders, the Director identifies emerging issues or conflicting positions, signals their existence and develops policy solutions. In this capacity, the incumbent acts as a mediator, negotiator and advocate in building consensus among stakeholders and exercises latitude in seeking resolutions without escalating issues to the Assistant Deputy Minister and the Deputy Minister.

An important challenge for the Director is the need to integrate and harmonize successful existing strategies with those generated by new directions for raising the profile of Canada's circumpolar activities. The incumbent is called upon to develop and implement highly innovative approaches to creating a consistent, cohesive and results-oriented circumpolar strategy that incorporates the interests and concerns of a large number of domestic and international stakeholders within and outside government, who have disparate agendas and uneven resource capacities. The Director must consider circumpolar strategies and issues, not only as they relate to environmental concerns, but also in the context of sustainable development and its interconnections with political, social, economic and cultural factors and nuances. A further challenge for the Director is to address foreign policy concerns outside the circumpolar agenda when dealing with foreign governments.

The Director provides organizational expertise and support to Canada's senior arctic officials and coordinates activities in the Arctic Council process. The incumbent provides a strong policy capacity to Canada's senior arctic official and to that person's alternate and provides an opportunity to increase the Department's influence on the other organizations' thinking and decisions related to sustainable development and the environment. Because of Canada's international role on the Arctic Council, the incumbent must ensure that there is an integrated and strategic management approach to the various activities,

including cross-sector consultation, and that there is coordinated Canadian preparation for conferences and meetings.

On the international scene, the Director builds and manages the Department's role in circumpolar relations with international organizations and foreign governments, including those of the United States, Russia and the Nordic countries, and with all northerners, including Aboriginal and non-Aboriginal peoples. These relations range from the development, negotiation and implementation of memoranda of understanding in order to provide expertise and build capacity in the Russian north, to the development of transatlantic linkages with the European Union's northern dimension. A major challenge for the Director is drawing on a thorough knowledge of stakeholders, their interests, positions and capacities in order to direct the development of consultation frameworks and mechanisms that ensure a cohesive and consistent approach to consultations, especially with northern governments and Aboriginal organizations.

The Director represents the Department and Canada in promoting economic development through technology transfer and exchange of expertise specific to northern circumstances. Canada-Russia bilateral relations provide a particular challenge because of Russia's uneven political stability and because the Department's circumpolar position must be harmonized with its foreign policy position and must not conflict with existing bilateral agreements with Russia.

The Director works closely with Foreign Affairs Canada and provides authoritative input to the development of Canada's position on circumpolar issues put forward at international meetings. The incumbent faces a considerable challenge in brokering agreements among Canadian stakeholders, including other government departments, Aboriginal organizations, other northerners and the provinces and territories, and capitalizes on well-established and recognized consultative mechanisms to build consensus on positions most favoured by the Minister.

The Director provides expert advice and briefings to the Assistant Deputy Minister, the Deputy Minister and the Minister's Office; supports the Minister and senior management in preparation for domestic and international meetings, events and conferences; and manages the Directorate's input to ministerial correspondence.

DIMENSIONS (Constant Dollars)

FTEs:	4
Operating budget:	$70,000
Grants and contributions:	$15,000

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership for the analysis, development, implementation, ongoing research and evaluation, and improvement of the Department's circumpolar policy framework and instruments, including the international dimensions; and provides a policy capacity to Canada's senior arctic official and to the Ambassador for Circumpolar Affairs on Canada's role on the Arctic Council.

2. Directs the development, implementation and improvement of stakeholder consultation frameworks and mechanisms, and establishes and enhances the Department's and the federal government's inclusive approach to citizen involvement in public policy development in a disparate community of stakeholders.

3. Directs the provision of organizational expertise and support to Canada's senior arctic official and coordinates departmental activity in the Arctic Council process; directs the development of capacity-building strategies to support Aboriginal groups' full participation in the work of circumpolar organizations, and provides strategic secretariat services to a variety of Aboriginal and northern committees and working groups in their domestic and international activities.

4. Provides authoritative representation for the Department and the federal government in a variety of high-level forums and defends policy positions on circumpolar and sustainable development issues.

5. Directs and oversees the development of Canada's position on initiatives and issues, and represents Canada in the negotiation and implementation of bilateral and multi-lateral memoranda of understanding and partnership agreements.

6. Provides timely expert advice, briefings and speech and background materials to the Assistant Deputy Minister, the Deputy Minister, and the Minister's Office for use interdepartmentally or at domestic and international meetings, events and conferences.

EVALUATION RATIONALE

Director, Circumpolar Affairs

KNOW-HOW

F Extensive knowledge of relevant domestic and international legislation and policies and a sound grasp of the respective economic, environmental, social, political and cultural situations of the countries involved in circumpolar affairs in the context of globalization and foreign policy direction. Thorough knowledge of the objectives and mandates of a variety of foreign countries' organizations having interests in the North. Knowledge of governance and accountability structures, financial and funding practices related to memoranda of understanding and partnership arrangements and the various circumpolar and arctic domestic and international initiatives across government, to ensure a cohesive approach to partnership development.

II Working collegially, ensures free-flowing communication across the structure, sets priorities, oversees the development of work plans and strategies, and manages research and other service contracts.

3 Achievement of objectives requires skills to liaise and consult with circumpolar stakeholders in a variety of bilateral and multilateral forums and to negotiate the development and implementation of intergovernmental agreements on Arctic cooperation, partnerships, knowledge-sharing initiatives and exchange programs.

460 Higher number reflects the requirement to manage the Department's policies, strategies, issues and activities relating to circumpolar environmental concerns and sustainable development, and their interconnections with domestic and international environmental, political, social, economic and cultural factors.

PROBLEM SOLVING / THINKING

F Thinking is within broad political, social and economic strategies related to circumpolar activities in order to harmonize the Department's circumpolar position with Canada's foreign policy position to avoid conflict with existing bilateral agreements with Russia and ensure harmonization of the Department's interests with those of other stakeholders.

4 Analytical, interpretative and constructive thinking is required in dealing with provincial and territorial governments, other federal departments, international circumpolar organizations and other countries on complex and politically sensitive circumpolar program activities having significant socio-economic impact on northerners.

(50) 230 High percentage reflects the frame of reference and the creative thinking required to integrate and harmonize various stakeholders' positions and existing international agreements.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Northern Affairs Program, provides policy leadership on all circumpolar issues in the context of the northern dimension of Canada's foreign policy and the Department's overarching policy agenda, and manages the international aspects of the Department's northern responsibilities.

1P Primary impact on the Division's activities as represented by an operational budget of $70K (constant).

230 Middle number reflects the degree of latitude in the development of policies and strategies, and in the establishment of harmonious relationships leading to the development of Canada's position on circumpolar initiatives and issues.

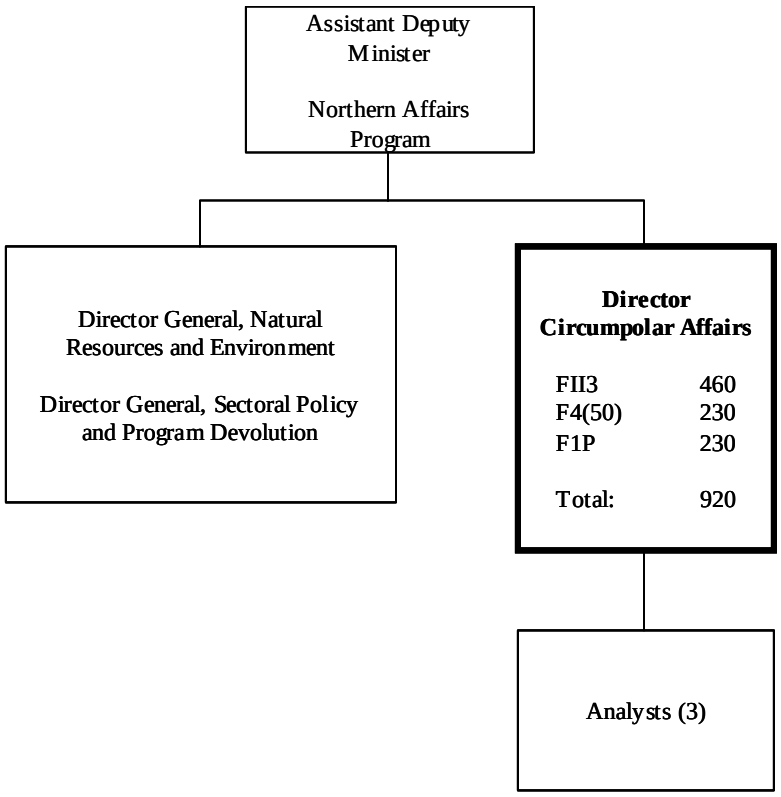
SUMMARY

FII3	460	F4(50)	230	F1P	230	=	920	0

DIRECTOR

CIRCUMPOLAR AFFAIRS

NUMBER: 4 – C – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 10-D-1

POSITION TITLE: Assistant Deputy Minister, Federal-Provincial Relations and Social Policy

GENERAL ACCOUNTABILITY

Is accountable for providing advice on the evolution of fiscal and economic federalism in Canada, including tax sharing, tax collection arrangements and equalization payments; providing advice on the expenditure level in the Social Development envelope and the Justice and Legal Affairs envelope; providing advice on the financial, fiscal and economic implications of the broad range of policy and program components of these envelopes; overseeing the preparation of legislation; and promoting the establishment of an environment conducive to harmonious intergovernmental and interdepartmental relations.

ORGANIZATION STRUCTURE

This is one of five positions at the first level reporting to the Deputy Minister. The other four are Assistant Deputy Minister, Fiscal Policy and Economic Analysis; Assistant Deputy Minister, International Trade and Finance; Assistant Deputy Minister, Economic Programs and Government Finance; and Assistant Deputy Minister, Tax Policy and Legislation.

Specific functions of the three positions reporting directly to the Assistant Deputy Minister (ADM), Federal-Provincial Relations and Social Policy, are as follows:

Director General, Federal-Provincial Relations and Social Policy, (staff of 19) provides specialized policy advice and analysis; is accountable for the operation of the Conference Organization Unit and for the Intergovernmental Taxation Centre; and assists the ADM in the management and planning of Branch activities.

Director, Federal-Provincial Relations, (staff of 14) manages research and analysis and provides policy advice on the operation of Canadian federalism and federal-provincial fiscal arrangements; administers several provincial transfer programs; and negotiates those arrangements.

Director, Social Policy, (staff of 12) manages the research and development of policy alternatives in cooperation with the provinces; undertakes major studies; and provides policy advice relating to the overall economic, fiscal and financial objectives of government programs relating to income security, direct employment, cultural and labour policies.

NATURE AND SCOPE

The Federal-Provincial Relations and Social Policy Branch is the main channel of communication and advice between the Department and the provincial and territorial departments of finance with respect to financial and fiscal arrangements between the two levels of government; between the Department and other departments and agencies with respect to financial, fiscal and federal-provincial implications of their policies and programs; and between the Department and the Privy Council Office (PCO), the Department of Justice and the Prime Minister's Office (PMO) on all fiscal and financial aspects of constitutional reform.

The incumbent is accountable for developing policy advice on ways to strengthen the Canadian economic union through unimpeded mobility of people, goods, services and capital; the prevention of discriminatory laws and treaties by governments; and mechanisms to harmonize the fiscal and economic policies of the two levels of government. The incumbent is also accountable for developing policy advice on the fiscal and economic aspects of constitutional reform, providing that advice to the Minister of Justice and the Prime Minister, and for negotiating constitutional fiscal policies with the provinces on behalf of the Minister of Justice and the Prime Minister.

The exercise of these responsibilities requires a high degree of judgment and sensitivity to current economic conditions and the ability to determine the best combination of elements and formulate acceptable solutions. The ADM is accountable for the soundness of the analyses provided, which have a significant impact on the allotment of funds to the envelope, and in turn, on the health of federal-provincial relations and the social and economic well-being of Canadians.

The ADM is responsible for providing advice and analysis to the Minister and senior management on the government's broad social agenda, especially from the perspective of the relationship between social policy and economic policy. The incumbent provides advice on overall expenditure levels in the Social Development envelope, which directly impact the nature, scope and affordability of new social programs and the government's social policy agenda. The incumbent represents the Department on the Board of Directors of the Canada Mortgage and Housing Corporation (CMHC) and directly influences the development and administration of housing policy in Canada.

The incumbent carries out these responsibilities while keeping in mind the existence of fiscal and economic disparities among people and provinces and the inevitable disagreements and tensions, both among provinces, territories and federal departments, and between the two levels of government, on how these fiscal resources should be used. In this context, one of the greatest challenges for the incumbent is to develop and maintain an effective network of contacts in departments and at the provincial and territorial levels to be able to anticipate and prevent problems from emerging and to facilitate their resolution if they do emerge.

The incumbent is accountable for undertaking negotiations with provinces on the revision of federal-provincial fiscal arrangements. Several important considerations need to be taken into account during these negotiations, such as the fiscal and financial positions of the federal and provincial governments, the need to strengthen the economic union, and the need to balance what is technically desirable and economically feasible with the need to meet the federal government's economic and social policy objectives.

In carrying out these duties, the incumbent has contact with a broad range of senior federal government officials and provincial and territorial officials. The purpose of these contacts is to resolve problems, find agreement on policy issues and balance divergent interests involving a number of federal departments and provincial governments. The incumbent also chairs federal-provincial and interdepartmental committee meetings.

DIMENSIONS (Constant Dollars)

FTEs:	49
Operating budget:	$150,000
Social Development envelope:	$3.86 billion
Program policy, equalization, tax collection:	$2.03 billion
Justice and Legal envelope:	$0.19 billion
Total:	$6.08 billion

SPECIFIC ACCOUNTABILITIES

1. Promotes stability in the Canadian economy and the social union by formulating and negotiating a wide range of policies, legislation and funding programs affecting major sectors of the economy that have a significant impact on federal-provincial and territorial relations.

2. Advises the Deputy Minister and the Minister of Finance on the timing and content of meetings of federal-provincial and territorial Ministers of Finance.

3. Represents the Minister at Cabinet committee meetings to ensure that the Department's position is communicated properly, and chairs a variety of federal-provincial and interdepartmental committee meetings.

4. Advises the Minister of Justice and the Prime Minister on the economic and fiscal aspects of constitutional reform.

5. Represents the Department as a member of the Board of Directors of CMHC.

6. Manages the operations of the Federal-Provincial Relations and Social Policy Branch to ensure that they are effectively coordinated with the operations of the Department as a whole.

EVALUATION RATIONALE

Assistant Deputy Minister, Federal-Provincial Relations and Social Policy

KNOW-HOW

G Mastery of concepts, theories, techniques and practices in the fields of economics, finance, social policy and related constitutional reform matters; comprehensive knowledge of economic and social conditions in the provinces and territories, broad government objectives and the range of constitutional, political, social, environmental, economic and financial factors impacting the social and economic union.

IV Coordination and integration at a government-wide level of policy formulation and the provision of advice on a wide range of government programs, federal-provincial fiscal arrangements and social policies.

3 Achievement of objectives requires providing advice and recommendations on strategic directions; and leading and participating in discussions and negotiations with the federal, provincial and territorial governments.

1056 Highest number indicates mastery in the fields of economics and fiscal and social policy in directing the development of the government's global fiscal and social policy strategy and maintaining effective federal-provincial and territorial relations in support of the government's broad social and fiscal agenda and priorities.

PROBLEM SOLVING / THINKING

G Thinking is done within general federal policy frameworks and goals in an environment of rapid economic and social change, involving a wide range of government policies and programs, including fiscal transfers to provinces and broad social policy initiatives.

4 Analytical, constructive thinking is needed to provide advice and formulate recommendations involving the development of new concepts and imaginative approaches on a wide variety of complex and significant matters, such as the formulation of new fiscal arrangements with the provinces.

(66) 700 Higher percentage reflects a tendency toward creative thinking that requires the application of more innovative approaches, usually under some pressure, in formulating government social policy and successfully promoting and maintaining federal-provincial relations.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister of Finance, is subject to general guidance in formulating recommendations and providing advice on the broad social, fiscal and financial implications of government transfer payments to the provinces and territories, and the effective coordination of other government policies and programs on the social union of Canada.

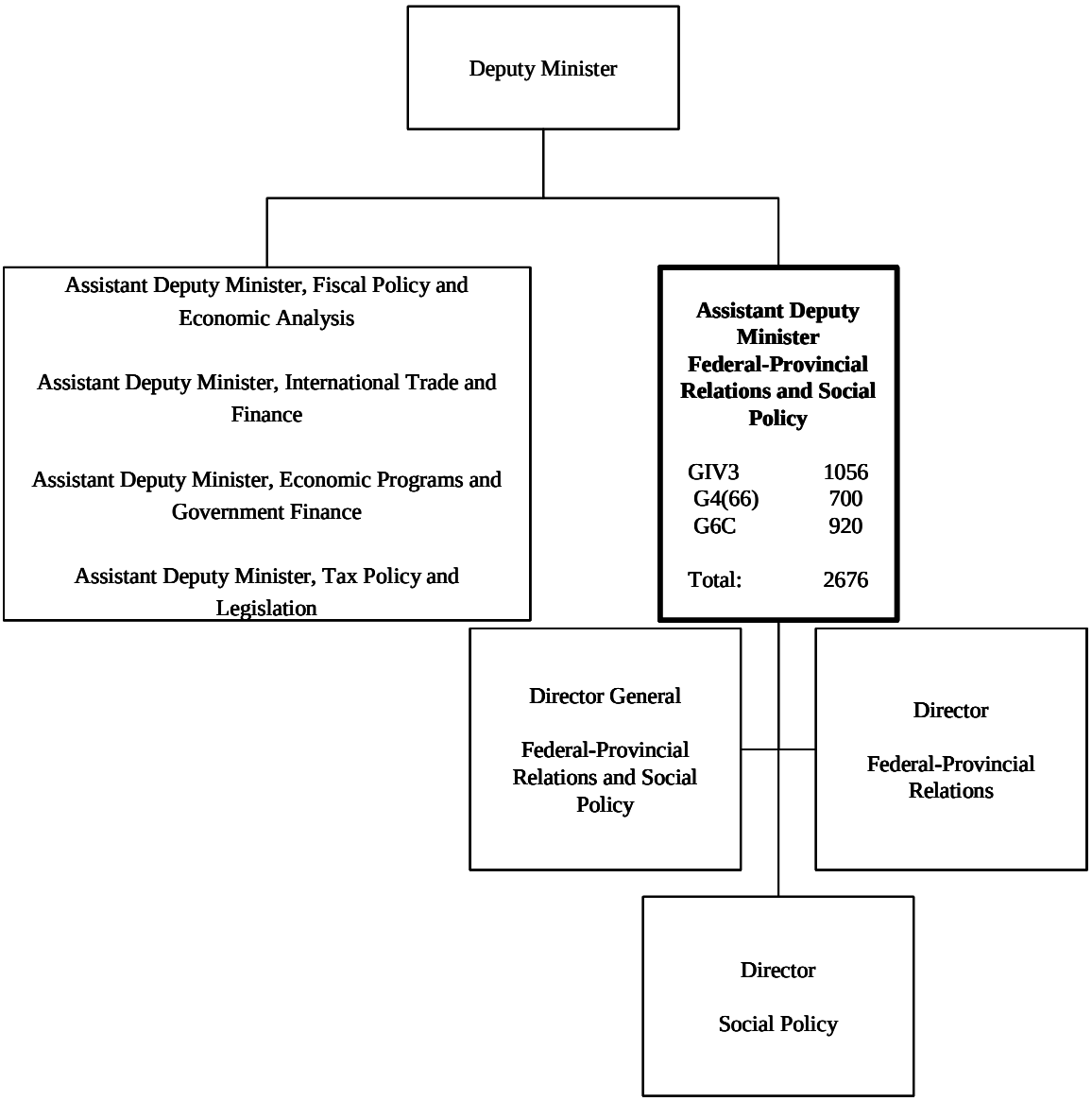
6C Position has a contributory impact on the Social Development envelope, Program Policy and Payment Administration and the Justice and Legal envelope. The proxy selected consists of activities reflected by the three envelopes valued at $6.08 billion (constant).

920 Highest number reflects the size of the envelopes and transfer payments, and the impact on the Canadian economy and social union.

SUMMARY

GIV3	1056	G4(66)	700	G6C	920	=	2676	A2

ASSISTANT DEPUTY MINISTER
FEDERAL-PROVINCIAL RELATIONS AND SOCIAL POLICY
NUMBER: 10 – D – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-D-1

POSITION TITLE: Director General, Intergovernmental Affairs

GENERAL ACCOUNTABILITY

Is a corporate focal point for formulating and managing the Department's federal-provincial-territorial (FPT) relations framework, priorities and objectives aimed at defining and advancing its role in the Social Union Framework Agreement intended to help Canadians maintain and improve their health.

ORGANIZATION STRUCTURE

This is one of eight positions at the second managerial level reporting to the Assistant Deputy Minister, Health Policy and Communications. The others are the Director General, Health Care; the Director General, Policy, Planning and Priorities; the Director General, International Affairs; the Director General, Communication and Consultation; the Director, Women's Health Bureau; and the Executive Director, Nursing Policy.

Specific functions of the position reporting to the Director General, Intergovernmental Affairs, are as follows:

Director, Federal-Provincial Relations, (staff of 12) is responsible for providing the departmental strategic policy and program analysis, as well as recommendations on policies, programs and issues affecting FPT relations and on matters related to the Social Union Framework Agreement and the Social Union.

Director, Canada Health Act, (staff of 38) is responsible for directing the administration of the Canada Health Act (CHA); overseeing the development of legislative refinements and policy options to enhance and revitalize the administration and interpretation of the Act; overseeing the monitoring and assessment of provincial and territorial programs and proposed policy and legislation for compliance with the Act; managing the preparation of the CHA Annual Report to Parliament; developing and sustaining the legislative and regulatory frameworks to preserve Medicare; and overseeing the design, implementation and maintenance of a national CHA information infrastructure and information system.

NATURE AND SCOPE

The Department's mission is to help the people of Canada maintain and improve their health. Its mandate, underpinned by a solid information and knowledge base, covers three broad areas: national health policy and systems, including health care; health promotion and protection, including disease, illness and injury prevention; and First Nations and Inuit health.

The CHA is the key legislation governing the conditions for annual transfer of Canada Health and Social Transfer monies to the provinces and territories. The Director General is the recognized expert on the Act and is responsible for monitoring and ensuring compliance with the Act and recommending action in the event of non-compliance.

The Director General is responsible for providing department-wide support and coordination in articulating and advancing the Department's strategic framework for managing FPT relations related to health care issues. The incumbent is also the lead advisor to the Minister, the Deputy Minister, the Associate Deputy Minister and the Assistant Deputy Minister on implications of, and strategies for managing, the Department's participation in the Social Union Framework Agreement, which defines the main principles governing federalism in Canada. A major challenge for the Director General is to provide leadership in establishing an atmosphere in dealings with the provinces, which is non-adversarial and which facilitates the identification of solutions and the avoidance of disputes where there may be divergence between provincial and federal government policy and where considerable compromise may be necessary.

In meeting this challenge, the Director General acts as a corporate catalyst and strategist for developing new approaches to renewing existing and traditional FPT arrangements and agreements with a proactive orientation on the health system renewal process. This challenge also requires the incumbent to lead the coordination of the Department's contacts with provincial authorities, because there are over 100 FPT points of contact (committees, working groups and others) within the Department.

The Director General oversees the analysis of national health care issues and the development of CHA-related policy options that support the multi-staged federal strategy to advance health care renewal issues. The incumbent is responsible for developing and advancing strategies, approaches and options in order to keep the Department and the federal government in the best position possible. The incumbent must steer a course for the Department through the current FPT political, public and media environment, in which there are many divergent views on the appropriate approach to health care issues. The challenge is to ensure that, as provisions of the CHA become more defined, their interpretations do not constrain the provinces within an antiquated model of health care delivery that impedes necessary and appropriate renewal efforts. In meeting this challenge, the

incumbent must ensure that the Directorate has the capacity to identify and address all professional, technological, social and political developments that bear upon such financing and the criteria and conditions of the CHA.

The Director General is responsible for developing a framework to monitor and enforce provincial compliance with the program criteria and conditions of payment under federal legislation. In addition, the incumbent provides the Assistant Deputy Minister, the Associate Deputy Minister, the Deputy Minister, and the Minister with monitoring, issue analysis, briefings, strategies and activities that support the federal government's role as national leader in the health field and as guardian of Medicare. The incumbent also recommends to the Minister the appropriate deductions to take from the transfer payments to provinces that are considered to be in contravention of the Act, and administers the imposition of discretionary non-compliance penalties on these provinces.

The Director General establishes and maintains extensive consultative linkages with the corporate Branches and the Regions to ensure the maximal flow of information and data between all components of the national FPT relations portfolio. The incumbent is called upon to develop strategies, approaches and initiatives to establish coherence in the Department's strategic FPT relations policy and program orientation and effort. The incumbent, as the recognized expert, acts as a senior federal spokesperson and representative at all national health care fora and maintains effective liaison with the leadership and senior staff of organizations, such as the Canadian Medical Association, the Canadian Nurses Association and the Canadian Hospital Association, as well as with provincial Ministers, Deputy Ministers and other senior officials, in ensuring that the federal position is fully and properly set forth and explained in evolving health care issues.

DIMENSIONS (Constant Dollars)

FTEs:	53
Operating budget:	$1.2 M
Federal contribution to the health care system:	$2.4 Billion

SPECIFIC ACCOUNTABILITIES

1. Acts as the corporate champion for the Department's overall FPT relations and CHA portfolio and, as such, provides a single window for corporate advice, guidance, intelligence (gathering and dissemination) and expertise for the Minister, the Assistant Deputy Ministers, senior departmental management, central agencies, other government departments and other clients and stakeholders in the context of FPT relations, networks and activities.

2. Plans, organizes and directs the ongoing administration of the CHA and the provision of support to legal council; and leads the development of interpretations under the Act.

3. Develops and implements a framework for monitoring and enforcing provincial compliance with the program criteria and conditions of payment under federal legislation.

4. Creates and manages the strategic framework for FPT relations policy and program activities, including extensive interface with the corporate program groups and regional offices; and takes the lead role on specific FPT policy files and initiatives to negotiate agreements and accords.

5. Develops and maintains the Department's repository of FPT agreements; and provides a corporate analysis and information capacity related to historical progression, current strategic indicators and evolving developments and trends for the FPT portfolio.

6. Oversees the monitoring and analysis of issues flowing from the Social Union Framework Agreement, including interdepartmental collaboration in support of a common Government of Canada position.

7. Makes recommendations to the Minister on the appropriate deductions to take from the transfer payments to provinces that are considered to be in contravention of the Act, and administers the imposition of discretionary non-compliance penalties on these provinces.

EVALUATION RATIONALE

Director General, Intergovernmental Affairs

KNOW-HOW

G Mastery of jurisdictional, cultural and technical aspects of the CHA and FPT relations and issues; expert professional knowledge of policy and regulatory development; expert professional knowledge of the policy positions and priorities of provinces and territories with respect to the delivery of health services; professional knowledge of the Established Programs Financing Act; and in-depth knowledge of professional, technical, social and political trends and developments that affect the financing and functioning of the national health care system.

III Operational and conceptual management of the development of strategies and tactics relating to direct linkages with provincial, regional and territorial governments and organizations to further the Department's corporate, strategic FPT relations and objectives.

3 Critical human relations skills required to represent the government's interests and concerns related to the funding of health care with provinces and territories and at all national health insurance fora.

700 Mid-range number recognizes the breadth and depth of professional knowledge and the operational and conceptual management expertise to administer the CHA and to champion associated FPT relations.

PROBLEM SOLVING / THINKING

F Thinking is done within broad objectives for health care funding that takes place in a changing and often difficult public policy environment as the national health system undergoes significant adaptation, evolution and renewal.

4 Analytical and constructive thinking is required to identify, analyse and manage issues to support and advance the federal government's role as national leader in the health field and as guardian of Medicare. Innovative thinking is required to search for legislative and policy improvements that can continue to support the principles embodied in the Act.

(57) 400 Higher percentage reflects the lack of guidance or precedence available to the incumbent and the rapidly evolving socio-political environment. The position works within a general framework to achieve the Department's objectives in dealings with the provinces and the private sector, and faces numerous interest groups and diverse issues relating to health care.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Health Policy and Communications, the Director General works within broadly defined Branch goals with limited direction to ensure the integrity of the national health care system. The incumbent makes recommendations to the Minister on the appropriate deduction to take from the transfer payments to provinces that are considered to be in contravention of the Act, and administers the imposition of discretionary non-compliance penalties on these provinces.

6C Contributory impact on federal support provided to the national health care system. The proxy selected to represent these activities is the annual federal contribution to funding the national health care system, based on the CHA, of approximately $2.4 billion (constant dollars) in cash and tax credits.

460 Low number reflects the tendency toward indirect for the proxy selected, recognizing the relative contribution to federal health care funding decision making.

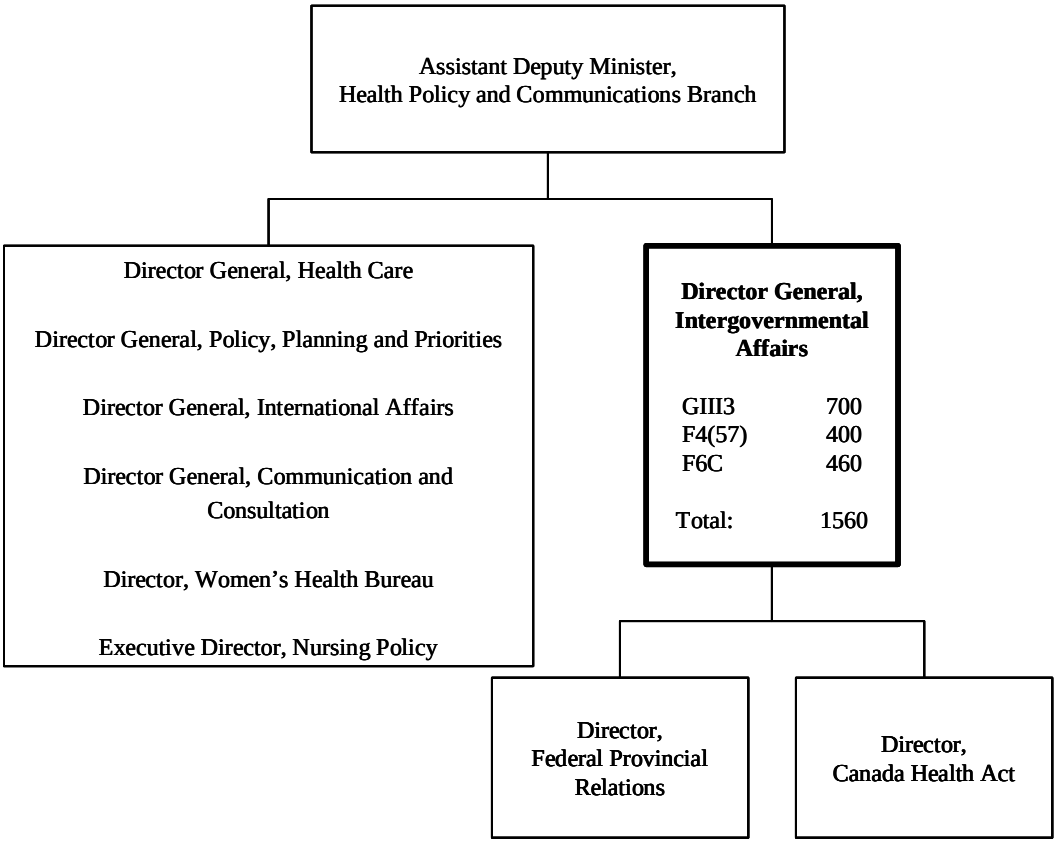
SUMMARY

GIII3	700	F4(57)	400	F6C	460	=	1560	A1

DIRECTOR GENERAL

INTERGOVERNMENTAL AFFAIRS

NUMBER: 7 – D – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 5-D-1

POSITION TITLE: Director, Federal/Provincial/Territorial Relations

GENERAL ACCOUNTABILITY

Is accountable for providing strategic policy and program analyses and recommendations on policies, programs and issues affecting federal/provincial/territorial (FPT) relations within the Department and on matters related to the Social Union Framework Agreement and the Social Union.

ORGANIZATION STRUCTURE

The Director, Federal/Provincial/Territorial Relations, is one of two managerial positions at the third level reporting to the Director General, Intergovernmental Affairs. The other is the Director, Canada Health Act.

Specific functions of the positions reporting to the Director, Federal/Provincial/Territorial Relations, are as follows:

FPT Relations Policy Analysts (staff of 8) are responsible for providing strategic, corporate and integrated advice on the nature and substance of FPT policy, programs and issues with regard to health, cross-sectoral and social union issues for the purpose of advancing federal health and intergovernmental policy objectives.

FPT Planning and Logistics Officer (staff of 2) is responsible for providing comprehensive logistical support and organizational and diplomatic liaison with senior officials in the Department, the central agencies and the provinces, for major FPT meetings.

NATURE AND SCOPE

The Department's mission is to help the people of Canada maintain and improve their health. Its mandate, underpinned by a solid information and knowledge base, covers three broad areas: national health policy and systems, including health care; health promotion and protection, including disease, illness and injury prevention; and First Nations and Inuit health.

In this context, the Director develops a comprehensive FPT agenda that combines all current and emerging health system issues and provides advice and input to headquarters, branches and regions on FPT relations. The incumbent provides the senior departmental officials with monitoring, issue analysis, briefings, strategies and advice that support the federal government's role as the national leader in the health field and the guardian of Medicare, through positive FPT relations.

The Director ensures that the Department has the capacity to develop and advance a strategic, integrated and coherent approach to health policy matters from an FPT perspective to address important health system renewal issues. The incumbent provides leadership in developing and promoting overall coordination within the Department and with other government departments regarding major corporate and national health-related policy and program interaction with the provinces. The Director provides the directorate with a corporate FPT focus to facilitate Ministerial direction for FPT relations across the Department and the federal government. This role is essential to developing a truly integrated and strategic FPT relations agenda.

The Director provides expert advice on FPT relations and associated health issues. A number of sensitive issues, including the pressure in the national Medicare system resulting from escalating health service costs and past reductions in the federal share of funding, have raised the Department's profile domestically and internationally. A major challenge is to balance the demands for fiscal restraint and the implementation of major intergovernmental agreements and arrangements intended to foster and support the renewal of the Canadian health system.

The Director provides strategic advice and recommendations on policy decisions made by senior management, and consequently has a substantial influence on the directions taken by the federal government on FPT issues related to the national health care system. The incumbent is called upon to develop and recommend strategies, approaches and initiatives to balance the diverse and often disparate interests of a number of parties in achieving consensus on defining, developing and implementing solutions to common health care problems. Another challenge is the need to provide professional support by establishing an atmosphere, in dealings with the provinces and territories, that is non-adversarial and that facilitates the identification of solutions, where there may be divergence between provincial, territorial and federal government policy and where considerable compromise may be necessary.

The Director develops and maintains extensive linkages and consultation processes with clients, partners and stakeholders, including departmental senior management, provincial and territorial governments and other private and public sector organizations involved in the Canadian health system. In this capacity, the Director plays a key role as advocate, negotiator and representative in bringing both the federal government's and Department's perspective to the examination and development of FPT health policies, programs and issues, especially those addressing the renewal of the health system.

A major challenge for the Director is to acquire and maintain a current knowledge of the federal government's objectives and policies on health issues as well as the government's overall FPT agenda, and the priorities of the Minister as they relate to health and health system renewal. The Director must also keep abreast of the FPT implications resulting from the implementation of the Canada Health and Social Transfer to the provinces and territories, the enforcement and interpretation of the Canada Health Act and emerging major FPT files, such as assisted human reproduction, primary health care reform and tobacco.

In meeting this challenge, the Director oversees the development of a corporate knowledge base for the Department's FPT relations that facilitates and sustains the flow of information among the provinces and territories, the Department and other federal departments. The incumbent must ensure that this knowledge base supports informed decision making for senior corporate and regional management, other federal departments and the provinces or territories related to the Department's vast FPT relations network and activities at this critical time in the health system renewal process, while meeting the information needs of over 100 departmental federal-provincial points of contact (committees, working groups, etc.).

The Director provides functional support for the Department's FPT relations portfolio. This responsibility requires the incumbent to ensure that sound strategic advice and guidance are provided to the branch at headquarters and in the regions. The Director is also responsible for planning, organizing and managing the strategic and logistical arrangements for FPT meetings and conferences involving federal and provincial or territorial Ministers and Deputy Ministers, senior officials from the Department, other government departments, provincial and territorial governments and the private and other public sectors, including the development of agendas, strategy and briefing notes, position papers, logistics and schedules.

The Director must establish and maintain consultative and intelligence-gathering linkages and interfaces with senior officials in the Department, other government departments, senior officials of provincial and territorial governments and national and international health institutions and organizations, and must also be recognized as a credible and strong advocate for the Department's interests and concerns with respect to the national health care system.

DIMENSIONS (Constant Dollars)

FTEs:	12
Operating budget:	$220,000
Federal contribution to the health care system:	$2.4 billion

SPECIFIC ACCOUNTABILITIES

Provides professional and managerial leadership for the development of the Department's FPT agenda and corporate strategic framework to support FPT relations, policy and program activities.

Develops and maintains extensive consultative networks with senior officials from internal and external organizations and establishes direct linkages across the federal government and with provincial and territorial governments and other key public and private sector health institutions and organizations to support the Department in its corporate strategic FPT relations and health policy agendas.

Provides expert advisory services and briefings to the Minister, Deputy Minister, Associate Deputy Minister and other senior government officials on FPT relations, associated health issues and social union issues.

Plays a corporate and federal health policy advisory role for the Department in order to support FPT mechanisms and processes for the achievement of health policy and program goals and objectives.

Directs environmental scanning activities to provide continual intelligence gathering and monitoring of provincial and territorial governments, health departments and interprovincial activities of relevance to the federal health agenda. Ensures integration and coordination with the Directorate's overall information gathering and monitoring.

Directs the planning, organization and management of strategic and logistical arrangements for FPT meetings and conferences involving federal and provincial or territorial Ministers and Deputy Ministers, senior officials from the Department, other government departments, provincial and territorial governments and the private and other public sectors, including the development of agendas, strategy and briefing notes, position papers, logistics and schedules.

EVALUATION RATIONALE

Director, Federal/Provincial/Territorial Relations

KNOW-HOW

F Extensive specialized knowledge of jurisdictional, cultural and technical aspects of the Canada Health Act and associated FPT relations and issues; in-depth professional knowledge of policy and regulatory development; in-depth knowledge of the policy positions and priorities of provinces and territories and their mandated responsibilities with respect to the delivery of health services; professional knowledge of the Established Programs Financing Act; and in-depth knowledge of professional, technical, social and political trends and developments that affect the financing and functioning of the national health care system.

III Operational and conceptual integration of priorities and issues to provide corporate leadership for the development of the department's FPT agenda and corporate strategic framework.

3 Critical human relations skills required to provide leadership in developing and promoting overall coordination within the Department and with other government departments regarding major corporate and national health-related policy and program interaction with the provinces and territories.

528 Mid-range number reflects the depth of professional knowledge required to represent and advance the Department's objectives pertinent to developing FPT relations, when providing strategic advice on corporate health agenda and relations in general and on the conduct of multilateral and bilateral meetings.

PROBLEM SOLVING / THINKING

F Position works within the departmental and governmental frameworks and policies and within the Social Union Framework Agreement for the development of the Department's FPT relations in connection with the renewal of the Canadian health system.

4 Analytical and constructive thinking is required to analyse issues and to prepare briefings, strategies and activities that support the federal government's role as national leader in the health field and guardian of Medicare.

(50) 264 Solid number reflects the challenges associated with developing strategies, approaches and initiatives that foster a cooperative atmosphere that supports the FPT partnership in the definition, management, delivery and administration of Canada's national health care system.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, Intergovernmental Affairs, the position provides senior departmental officials with monitoring, issue analysis, briefings, strategies and advice that support the federal government's role as the national leader in the health field.

6I The position provides leadership for the Department's FPT agenda and corporate strategic framework. The proxy selected to represent these activities is the federal contribution to the health care system of $2.4 billion (constant).

230 The low number indicates that policy advice is provided within a defined framework.

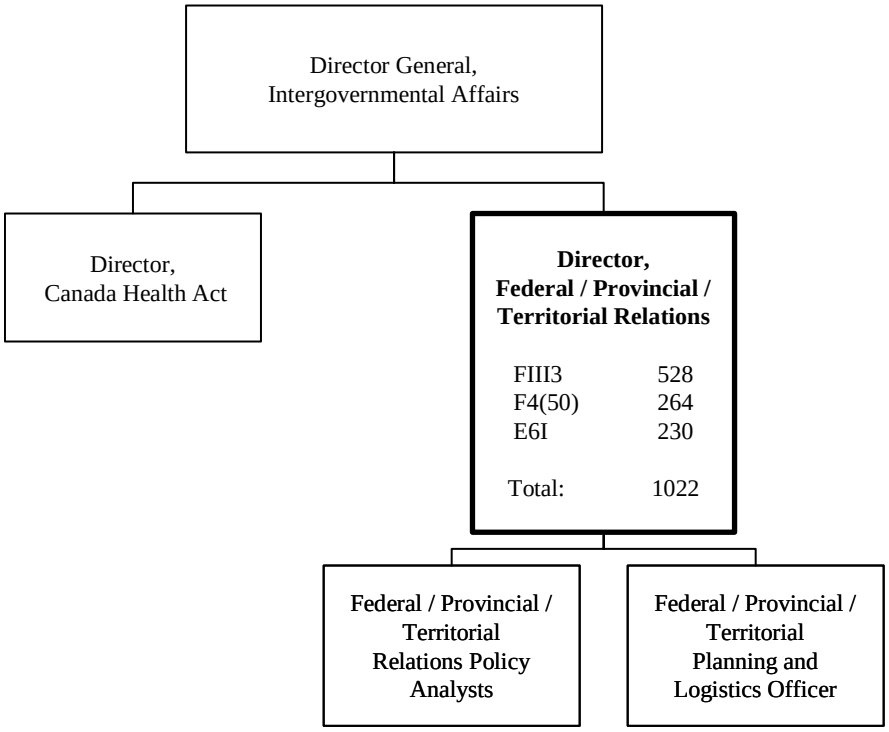
SUMMARY

FIII3	528	F4(50)	264	E6I	230	=	1022	P1

DIRECTOR

FEDERAL / PROVINCIAL / TERRITORIAL RELATIONS

NUMBER: 5 – D – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-D-1

POSITION TITLE: Chief Negotiator

GENERAL ACCOUNTABILITY

Is accountable for representing the Government of Canada and the Department in negotiating comprehensive self-government agreements with designated Aboriginal groups across Canada in order to implement government policy on the inherent right of self-government; and serves as principal advisor in planning and executing the overall strategy for achieving comprehensive self-government agreements.

ORGANIZATION STRUCTURE

This position is one of four Chief Negotiator positions at the third managerial level reporting to the Director General, Self-Government. Because of the nature and exigencies of self-government negotiation activities, the Branch is structured as a matrix organization, so that teams of negotiating specialists are formed and deployed as negotiation processes commence. In support of the Chief Negotiator, the team provides analysis, review and recommendations on all aspects of self-government agreements that are raised during negotiations, including jurisdiction with respect to land management, health, education, social services and other matters, as well as the related implementation plans and funding agreements.

During the preparation for and the carrying out of negotiations, a team normally composed of the following positions reports to the Chief Negotiator:

Assistant Negotiator is responsible for developing mandates and negotiation options and assisting the Chief Negotiator in the conduct of negotiations by coordinating consultations with agencies and governments, and managing the conduct of research and issues analysis.

Negotiation Analyst is responsible for analysing negotiation and policy issues, developing negotiating position options and alternatives, and drafting advisory reports/recommendations and research reports on specific issues.

Research Officer is responsible for providing research support and conducting related special studies and projects to facilitate negotiation processes.

Additional officers are assigned, as required, by the Director General of the region involved in the negotiations.

NATURE AND SCOPE

The Government of Canada has placed a high priority on assisting Aboriginal peoples in achieving self-sufficiency through self-government. Public, political and media interest in Aboriginal self-government has raised the profile of the process nationally and, in some instances, internationally. In order to effectively meet the federal government's commitment to placing authority, accountability and jurisdiction in the hands of the First Nations, comprehensive self-government negotiations with Aboriginal groups across Canada are managed by the Director General, Self-Government, subject to mandates and instructions to each Chief Negotiator from the Federal Interdepartmental Steering Committee and the Assistant Deputy Minister.

Negotiations are conducted against a backdrop of pressure for Aboriginal political evolution, development of non-renewable resources, protection of the environment and preservation of traditional Aboriginal pursuits. The implementation of agreements requires measures ranging from constitutionally protected treaties, legislation and the establishment of corporate management structures to the development of program delivery and funding agreements between governments.

In this context, the Chief Negotiator is responsible for negotiations and is expected to manage three to four self-government files at any one time, proposing suitable bargaining strategies and drafting documents that bind negotiating parties to a settlement. Operating within the federal government's policy approach for implementing the inherent right and negotiations under the self-government policy, the incumbent must ensure that settlement of self-government agreements focusses on achieving a new economic, social, cultural and political contract between Aboriginal peoples and governments at the federal, provincial and territorial levels. This requires the incumbent to develop and promote complex and interrelated jurisdictional and program changes that impact on federal government structures and resources and on third parties with interests in the areas under negotiation. Leading negotiations requires the incumbent to develop and pursue innovative approaches to interpreting policy, particularly at the bargaining table, where commitments must be made within the broad parameters set out by Cabinet. The incumbent works within critical timelines in concluding agreements, which are subject to approval by Cabinet, followed by the passage of legislation.

The Chief Negotiator is called upon to factor funding arrangements into each agreement. The incumbent must not only reconcile the interests and concerns of the large number of parties to the agreements, but also address the fiscal constraints experienced by those parties. The incumbent negotiates funding levels and cost-sharing arrangements that are equitable, minimize the federal requirement for new funds, ensure that all federal obligations are met, recognize

the real fiscal constraints of the other parties and provide for full and effective implementation.

As the leader of interdepartmental multi-disciplinary negotiating teams, the Chief Negotiator must ensure that both the original and adjusted negotiating positions are supported with timely and trenchant analysis that can withstand the scrutiny of a highly professional and critical audience from other departments, central agencies, the provinces and territories, and Aboriginal groups.

Representing the interests of other federal organizations at the negotiating table, the Chief Negotiator establishes and maintains personal credibility among a network of federal and provincial/territorial contacts and generates sustained confidence in the professionalism and integrity of the Department among management and key players from all parties. The incumbent faces the challenge of establishing a non-adversarial negotiating atmosphere that facilitates the identification of solutions, even when considerable compromise may be necessary. At the same time, in situations where the negotiations become confrontational, the incumbent must defend the federal government's position.

The Chief Negotiator provides authoritative advice, generally to departmental colleagues and management, the Minister, and other government departments and agencies, on the status of the negotiations and on the practicality and immediate and long-term implications of negotiating positions. The incumbent also provides policy advice on self-government agreements to the Assistant Deputy Minister.

The Chief Negotiator develops appropriate public communications explaining and supporting the negotiation process and manages the highly public nature of these negotiations by developing communications strategies and dealing effectively with the media, politicians and third-party and public interest groups.

Managing the negotiations requires the incumbent to work in an environment that encompasses major industrial interests, such as oil, gas and mining; political forces in the form of territorial aspirations for provincial status; cultural forces, such as the Aboriginal desire for self-determination and cultural survival; municipal government interests; and environmental interests, such as the movement to preserve the Arctic eco-system. The incumbent must ensure that the negotiating teams have the right mix and level of knowledge in a broad spectrum of program areas, including forestry, fisheries, land use planning and environmental protection procedures, Indian Act administration, health and social services and education, financial management in the public sector, tax policy, constitutional law, the machinery of government, parliamentary processes, the Cabinet-mandated responsibilities of other government departments, and the content of various self-government agreements and plans, all in the context of the goals and aspirations of Canada's Aboriginal peoples.

The Chief Negotiator is involved in senior-level consultations with other federal departments, such as Justice, Environment, Natural Resources, Fisheries and

Oceans and Finance, and with the provincial, territorial and municipal governments, for the purpose of joint resolution of problems relating to self-government negotiations.

The Chief Negotiator ensures that daily contact is maintained with the program and policy branches of the Department for the purpose of preparing ministerial responses to public and parliamentary concerns and joint positions for negotiation. Problems that appear to have the potential to set precedents for other self-government negotiations are referred to the Assistant Deputy Minister, Claims and Indian Government, and to the Assistant Deputy Minister, Policy and Strategic Direction.

The Chief Negotiator maintains daily to weekly contacts with the First Nations to plan negotiation meetings and schedules and to address day-to-day problems. The incumbent also maintains regular contact with a variety of public agencies, media and social interest groups for the purpose of disseminating information and maintaining a favourable climate for negotiations.

DIMENSIONS (Constant Dollars)

FTEs:	3 from the Department + 12 on assignment
Operating budget:	$45,000
Program jurisdiction transfer (annually):	$27 million
Cost-sharing agreements:	$17 million

SPECIFIC ACCOUNTABILITIES

1. Conducts negotiations within approved mandates, within the departmental policy framework and the government's agenda for Aboriginal self-government, managing three to four sets of negotiations at any one time.

2. Manages the conduct of substantive research and analysis of matters relating to the self-government agreements under negotiation.

3. Makes recommendations on the mandate of self-government negotiations, taking into consideration all legal, social, political and any other ramifications, including the implications for other concurrent negotiations.

4. Provides expert advice to departmental colleagues and management, the Minister and other government departments and agencies on the

practicality of negotiating positions and on immediate and long-term policy implications.

5. Establishes and maintains consultative networks with senior departmental officials, other government departments and provincial/territorial governments to develop integrated negotiating positions and to discuss the implementation of settlements.

6. Liaises with First Nations and provincial/territorial negotiators to plan meeting schedules for negotiations and to solve day-to-day problems.

EVALUATION RATIONALE

Chief Negotiator

KNOW-HOW

F Seasoned professional knowledge of the goals and aspirations of Canada's Aboriginal peoples, legislation, constitutional law and government priorities; in-depth knowledge of the Cabinet-mandated responsibilities of other government departments and a broad spectrum of federal and provincial program areas, including forestry, fisheries, land use planning, environmental protection, health and social services, education, financial management in the public sector, and tax policy; and specialized professional knowledge of jurisdictional negotiation, funding agreements and transfer payment mechanisms.

III Operational planning, management and coordination of up to four interdepartmental and intergovernmental multi-faceted teams engaged in planning and negotiating self-government agreements, researching related issues, drafting legislative proposals and developing funding arrangements; and development of public communication plans.

3 Critical human relations skills are required to collaborate and consult with a network of federal and provincial/territorial representatives to obtain support on negotiation positions, defend the federal government's position at the negotiation table and respond to questions from the media, politicians, third parties and public interest groups on the negotiation process and related issues.

460 Low number reflects the degree of coordination required to lead multi-disciplinary groups in various individual files and the tendency of end results to be related.

PROBLEM SOLVING / THINKING

E Thinking within the Department's policy approach for implementation of inherent rights and negotiations of self-government, seeks the attainment of a new economic, social, cultural and political contract between Aboriginal groups and the federal and provincial/territorial governments; proposes bargaining strategies; and drafts documents to bind negotiating parties to a settlement.

4 Analytical and evaluative thinking is required to adjust negotiating positions to reach agreement, while satisfying the scrutiny of highly professional and critical audiences from the different levels of

government and Aboriginal groups. Analytical skills are required to plan communications strategies to manage the public nature of self-government negotiations.

(50) 230 High percentage indicates a strong requirement to identify issues and develop solutions to deadlocks in negotiations in order to resolve issues through research, presenting agreements-in-principle and ensuring progressive negotiations for the attainment of a new economic, social, cultural and political contract between Aboriginal groups and the federal and provincial/territorial governments.

ACCOUNTABILITY/DECISION MAKING

E Reporting to the Director General, Self-Government, works within the objectives of achieving self-government agreements between governments and Aboriginal people, proposes bargaining strategies and drafts documents to bind negotiating parties to a settlement, leads multi-disciplinary teams of government representatives in negotiations, prepares implementation plans and drafts proposals for funding arrangements and legislation to seal agreements.

4C Contributory impact on the federal initiatives to forge a new relationship with First Nations as represented by program transfer and federal/ provincial cost-sharing arrangements estimated at $44 million (constant) annually.

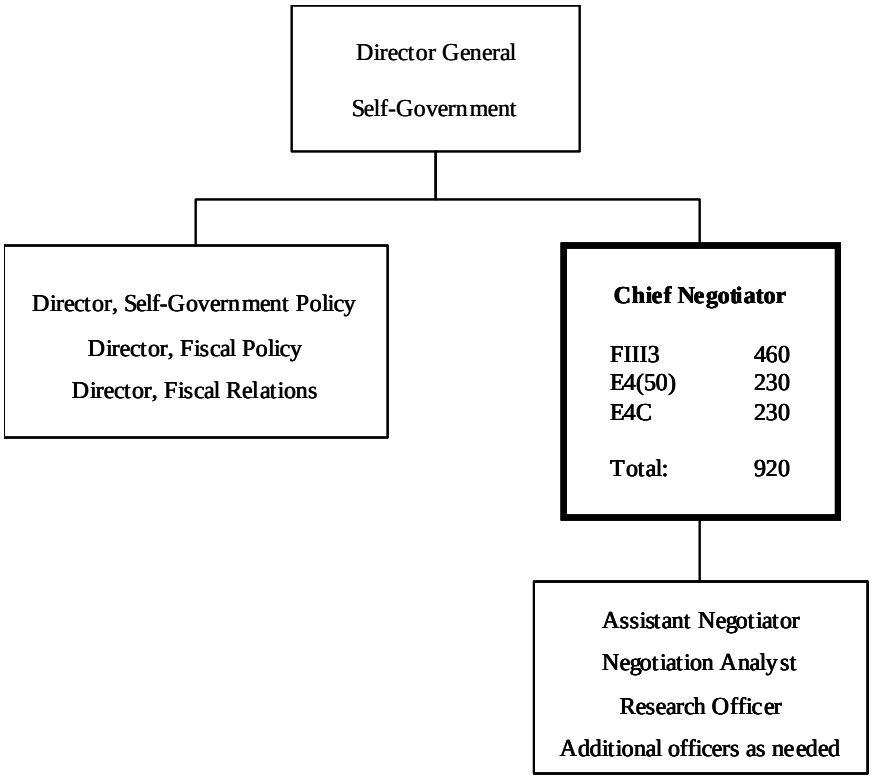
230 High number represents the latitude of the position at the negotiation table in advancing the negotiating mandate to secure self-government agreements, and the significance of program jurisdiction and resources transferred to Indian bands.

SUMMARY

FIII3	460	E4(50)	230	E4C	230	=	920	0

CHIEF NEGOTIATOR

NUMBER: 4 – D – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-D-2

POSITION TITLE: Regional Director, Intergovernmental Affairs and Operational Policy

GENERAL ACCOUNTABILITY

Is accountable for managing the Region's interface with its stakeholders, including the development and negotiation of self-government agreements and comprehensive claims settlements implementation frameworks, and all aspects of the Region's formal framework of relationships with the First Nations and their organizations, other government interests and the private sector.

ORGANIZATION STRUCTURE

This position is one of eight at the third managerial level reporting to the Regional Director General. The others are Director, Funds Services; Director, Lands and Trust Services; Director, Land Entitlement / Claims Implementation; Director, Economic Development; Director, Communications and Executive Services; Director, Corporate Services; and Director, Human Resources.

Specific functions of the positions reporting to the Director, Intergovernmental Affairs and Operational Policy, are as follows:

Seven (7) Policy Analysts / Negotiators, each responsible for analysing, developing and interpreting operational policies, strategies and relationship frameworks in the Region; and for negotiating the implementation framework of agreements and claims settlements.

One (1) Manager, Program Support, (staff of 2) is responsible for providing administration and program support for the Division.

NATURE AND SCOPE

The Department is responsible for two separate yet equally important mandates: meeting the federal government's constitutional, treaty, political and legal responsibilities to First Nations, Inuit and Northerners; and supporting First Nations and Inuit in developing healthy, sustainable communities and achieving their economic and social aspirations.

Treaty claims settlements, enhanced local control by First Nations bands and councils, closer relationships with other departments and other governments, and the establishment of a government-to-government relationship between the federal government and First Nations are critical to achieving Canada's Aboriginal agenda and First Nations aspirations.

The Director addresses these challenges by managing the Region's federal / First Nations, federal/provincial, tripartite and multiparty relations and directs the development and negotiation of self-government agreements and comprehensive claims settlements implementation frameworks to further First Nations' progress toward autonomy.

The Director plays a pivotal role in the attainment of the government's objectives for First Nations by serving as the Region's focal point for the analysis, development and evaluation of regional operating strategies and policies and the provision of advice and support on these matters to the Region's other branches/offices, national headquarters and First Nations organizations.

The Director manages the Region's overall strategic direction and the framework of agreements that give effect to government policy objectives with respect to First Nations. Agreements are with other government departments, provincial and territorial departments and agencies, municipal agencies, private sector organizations, bands, councils and other First Nations organizations. Negotiations cover programs, services, land claims, third-party rights, dispute resolution, and self-government accountability structures and systems, and relate to a wide variety of areas,9 such as governance, economic and commercial development, funding, cost-sharing, culture, social services, policing and justice administration, education and labour force development.

Negotiations are complicated by the multi-jurisdictional nature of many of the issues; the differing degrees of stakeholder readiness; the pressure to find timely, appropriate solutions within a context of severe fiscal constraints; the number, range and complexity of the policy issues involved; their public visibility and political sensitivity; and the fundamental reviews taking place, which can have a significant impact on the resolution of operational issues and arrangements.

In addition to leading or participating in the negotiation of major, precedent-setting agreements, the Director advocates on behalf of and promotes the interests of First Nations to other federal, provincial, municipal and private sector stakeholders, which may have divergent interests and priorities.

The Director contributes regional intelligence and positioning to the assessment, development and negotiation of national and federal strategies and policies on intergovernmental and constitutional matters, and international issues concerning the situation and rights of Aboriginal peoples throughout the world, not only in Canada. The incumbent develops, recommends and implements the overall strategy, priorities and consultative agenda, which give regional effect to national

initiatives in these areas. The challenge for the Director is to effectively analyse and synthesize a myriad of environmental factors and then provide convincing and astute advice to regional and headquarters management and staff.

The Director is responsible for the overall development of a multi-faceted, coherent, integrated framework of policies, which supports the Region's priorities and evolving operations; takes into account federal objectives, the view of stakeholders, the reality of the Aboriginal situation, and the multi-jurisdictional nature of Aboriginal affairs; and ensures that plans and strategies for devolution are carried out as intended.

DIMENSIONS (Constant Dollars)

FTEs:	11
Operating budget:	$425,000
Grants and contributions:	$790,000

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership for the development of strategies and the management of the Region's overall governmental tripartite, federal/provincial, federal / First Nations operational policy and interdepartmental and sectoral relationships to ensure that government policies and priorities are actively, consistently and successfully pursued in the Region; and manages the development of region-specific operational strategies, policy positions and program frameworks that are compatible with national policy directions and regional priorities.

2. Leads or serves as the Regional representative in negotiations with other governments and coordinates the implementation and monitoring of framework documents, comprehensive claims and other agreements required to implement Aboriginal self-government and discharge broad federal responsibility vis-à-vis First Nations; and resolves major interdepartmental, federal/provincial and sectoral issues.

3. Advocates on behalf of regional First Nations interests and promotes government objectives and policies concerning First Nations in dealings with the provinces, municipalities, other federal departments and agencies, and the private sector.

4. Advises regional and headquarters management and the Minister on all aspects of the Region's self-government, comprehensive claims, operational policy, intergovernmental relations activities and related issues.

5. Acts as the regional focal point for liaison, consultation and coordination with First Nations, the provincial government, other federal interests, municipalities and the private sector in the development of a regional information base and in intergovernmental relations and negotiation strategies.

EVALUATION RATIONALE

Regional Director, Intergovernmental Affairs and Operational Policy

KNOW-HOW

F In-depth professional knowledge of the government agenda, objectives and obligations with respect to First Nations relations and the Department's mandate, policy and program initiatives and activities at the corporate and regional levels; professional knowledge of the relevant legislation and of the economic, political and cultural conditions of Aboriginal groups and of the priorities, positions and policy issues of clients, stakeholders and partners in the Region; professional knowledge of negotiation approaches and processes in order to resolve broad and politically sensitive issues, and of representational and advocacy approaches in order to facilitate the acceptance of the federal position and harmonize activities and approaches for the resolution of outstanding issues; and professional knowledge of strategic planning and policy formulation processes and communication strategies and approaches in order to act as the federal government's representative and spokesperson in the Region.

II Conceptual and operational management of the Region's operational policy, strategic and program activities and their integration into the Department's overall policy and program delivery frameworks.

3 Successful achievement of objectives requires the incumbent to negotiate solutions and to present federal government and departmental initiatives and activities to external clients, stakeholders and partners in the Region.

460 High number reflects the degree of expertise required to develop a coherent and integrated framework of policies to support the Region's priorities and evolving operations in areas such as commercial and economic development, resource development and management, social legislation and policy, education programs and institution funding services, and policing and justice in meeting the Department's overall objectives.

PROBLEM SOLVING / THINKING

E Thinking within the Department's policies and objectives in discharging regional obligations with respect to implementation frameworks for self-government agreements and comprehensive claims settlements.

4 Analytical, interpretative and constructive thinking is required to adapt national policies and programs to the Region's clientele and operating circumstances and to the interests and concerns of a broad range of communities of interest, including First Nations, provincial and territorial governments, the media and the general public, on highly complex and politically sensitive issues that have a strong socio-economic impact.

(50) 230 High percentage reflects the thinking required to resolve multi-jurisdictional issues, some of which are the result of precedent-setting negotiations on agreement implementation issues and arrangements.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Regional Director General, the position operates within the parameters of national policies, practices and procedures established for dealing with claims and claims agreements.

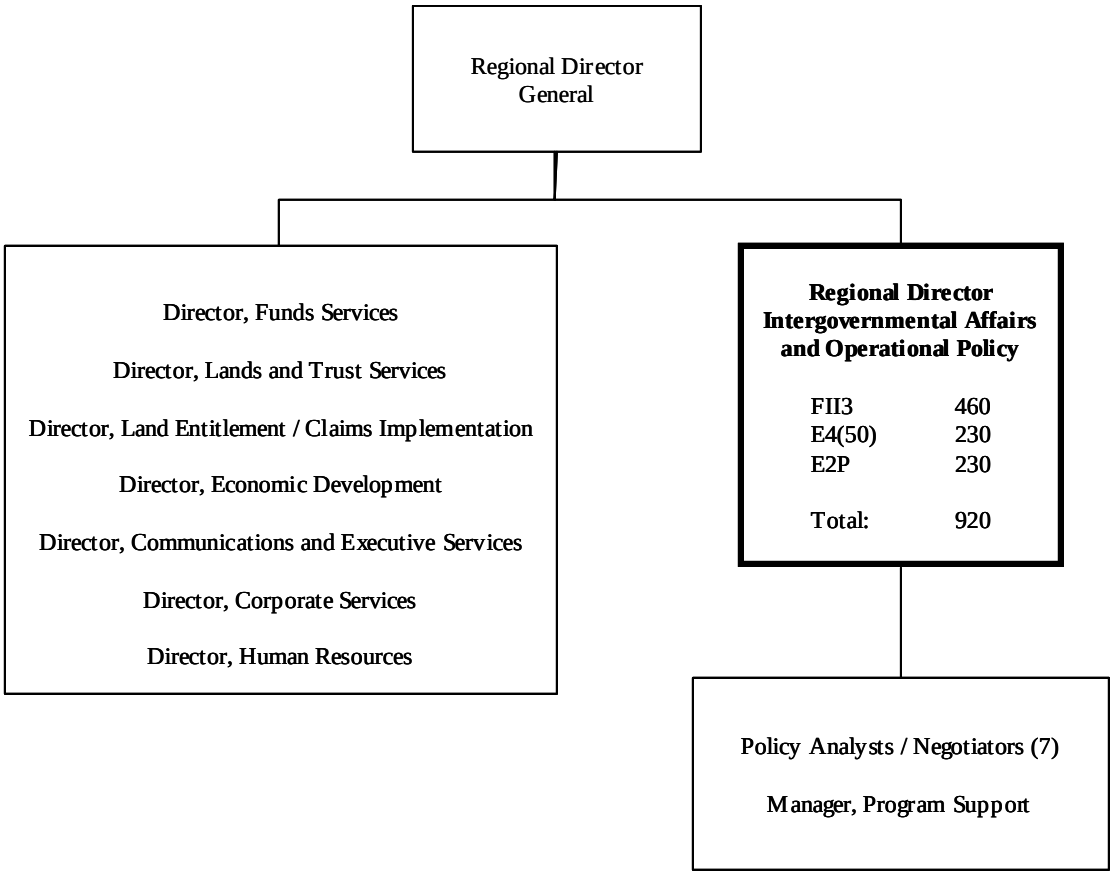
2P Primary impact on the activities of the Division as represented by an operating budget of $425,000 (constant).

230 High number reflects the scope of the activities on which the position has an impact and the freedom to act in discharging the Region's intergovernmental responsibilities within national policies, practices and processes.

SUMMARY

FII3	460	E4(50)	230	E2P	230	=	920	0

REGIONAL DIRECTOR
INTERGOVERNMENTAL AFFAIRS AND OPERATIONAL POLICY
NUMBER: 4 – D – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 10-E-1

POSITION TITLE: Senior Assistant Deputy Minister, National Security

GENERAL ACCOUNTABILITY

Is accountable for providing independent policy advice and support to the Deputy Minister on national security issues, and coordinating national counterterrorism and emergency management exercises designed to enhance the federal government's capacity to respond to threats to national security.

ORGANIZATION STRUCTURE

This is one of six positions at the first managerial level reporting to the Deputy Minister. The others are Assistant Deputy Minister, Strategic Policy and Programs; Assistant Deputy Minister, Policing and Law Enforcement; Assistant Deputy Minister, Corporate Management; Inspector General, Canadian Security Intelligence Service (CSIS); and Director and General Counsel, Legal Services.

Specific functions of the positions reporting to the Senior Assistant Deputy Minister, National Security, are as follows:

Director General, National Security, (staff of 39) is responsible for developing and implementing new policies related to national security, counterterrorism, technology and lawful access; providing strategic advice on national security issues and threats; developing ministerial directions to CSIS; and managing bilateral counterterrorism relations with the United States (US) and trilateral arrangements with the US and the United Kingdom (UK).

Executive Director, Integrated Justice Information Secretariat, (staff of 40) is responsible for providing leadership in and overseeing a major initiative to improve the integration, sharing and management of criminal justice information among components of the national criminal justice system and to support the development of the Canada Public Safety Information Network (CPSIN) and interoperability among portfolio agencies and the larger public safety community.

NATURE AND SCOPE

The Department plays a fundamental role in protecting the safety of Canadians by addressing national security, law enforcement and anti-terrorist weaknesses, as well as the demands for domestic and international cooperation and integration of effort in order to combat terrorism and crime and improve public safety. At the same time, the Department is a strategic and policy-focussed centre that provides

advice, policy research and support to the Minister and Deputy Minister to ensure that all Canadians continue to enjoy the benefits of an open society. The Department supports the Minister in providing direction to the portfolio of public safety agencies, boards and committees, including responsibility for emergency preparedness, emergency management, national security, corrections, policing, civilian oversight, crime prevention and border functions, for which the incumbent is accountable to Parliament.

In this context, the Senior Assistant Deputy Minister, National Security, is a key player in providing leadership and direction in response to the demands on the entire national security apparatus to ensure that the Government of Canada has the capacity to protect Canadians and to fulfill international obligations with respect to international terrorism (which are historically unprecedented), international criminality and other national security threats.

Within the constantly evolving global environment of escalating terrorism and other national security threats, the incumbent is called upon to provide crisis management leadership and coordinate the development of immediate and longer-term strategies and plans designed to improve public safety and national capabilities against terrorist attacks and other threats to national security and public safety, and to respond to the expectations of Canada's allies. In meeting this challenge, the incumbent must ensure that all plans, programs and strategies regarding national security, including those involving the police and law enforcement authorities, are continuously reassessed and revised.

A major challenge for the Senior Assistant Deputy Minister is to develop and coordinate the implementation of national strategies designed to improve public safety and to eliminate the gaps and vulnerabilities. The incumbent supports the Minister's national leadership role by developing legislation, policies and plans and providing strategic, long-term and national leadership in national security and counterterrorism, including the development and revision of the National Counter-Terrorism Plan and the Operational Readiness Plan.

As the national expert in national security and counterterrorism, the incumbent chairs the Assistant Deputy Minister Committee on Public Safety, and is heavily involved in the development of partnerships with other departments, other levels of government, non-governmental organizations and other countries. The incumbent liaises with senior officials and counterparts in the US and develops enhanced cooperative arrangements with them, including revising and upgrading the joint operational readiness program.

A further challenge facing the Senior Assistant Deputy Minister is the timely exchange and management of information as a critical component in raising public defences against crime, including terrorism and other forms of international criminality. The cornerstone of Integrated Justice Information (IJI) is the CPSIN, which was initially directed toward ending the fragmentation of critical information throughout the criminal justice system and promoting the

exchange and sharing of criminal justice information. The incumbent oversees the expansion of CPSIN beyond its original criminal justice and law enforcement scope in order to promote connectivity among portfolio agencies nationally—to include partners, such as the Department of National Defence, the Passport Office, Fisheries and Oceans Canada and Transport Canada, in the larger public safety network—and internationally, to link with the US and, possibly at a later stage, with the UK and other countries that are advancing the integration of their own systems.

The Senior Assistant Deputy Minster, National Security, is the designated second-in-command to the Deputy Minister and, in this capacity, participates in the regular briefings of the Minister and is the Deputy's alternate at inter-agency strategic and policy meetings and at international negotiations at the Ministerial level. This advice is critical for the Minister because of strong public expectations and pressure concerning the protection of society in relation to the activities of these agencies and their extraordinary powers over individuals in Canadian society. The Senior Assistant Deputy Minster assists the Deputy in the coordination, within the portfolio, of horizontal issues, which cut across organizational lines.

DIMENSIONS (Constant Dollars)

FTEs:	75
Operation budget:	$1.3 million
Minister's total portfolio budget:	$712.2 million

SPECIFIC ACCOUNTABILITIES

1. Provides expert advice and support to the Minister and the Deputy Minister, and makes recommendations on all matters related to national security, counterterrorism, summit security and the sharing and exchange of criminal justice information.

2. Provides leadership in and oversees the development and coordination of strategies to improve public safety and address the gaps and vulnerabilities that exist in the public safety framework, including legislative and policy proposals, plans, program changes and strategies.

3. Provides leadership in and oversees the development of national policies related to national security and counterterrorist strategies, as well as the development of partnerships and cooperative arrangements with other agencies, the provinces and territories, and other countries, to provide a cohesive, unified effort and response to existing and potential threats and improve public safety and security.

4. Promotes an advanced integrated effort, cooperation, and joint initiatives with the US and other partners in the field of anti-terrorism to improve collective protection against terrorist acts, increase the likelihood of detecting and preventing planned terrorist attacks, and fulfill international obligations.

5. Represents the Minister in key international fora concerned with international cooperation on security and the development of countermeasures to combat terrorism, such as the Organization of American States, the European Council on Justice and Home Affairs and the G8.

6. Oversees the development and revision of the National Anti-Terrorist Plan to detect, prevent, protect against and combat terrorist threats and capabilities and improve Canada’s state of operational readiness so that it can respond better to terrorist incidents.

EVALUATION RATIONALE

Senior Assistant Deputy Minister, National Security

KNOW-HOW

G In-depth and specialized knowledge of Canadian and international legislative frameworks and environments impacting on national security and counterterrorism. Knowledge of the mandates, goals and objectives of multiple and varied organizations (federal, provincial, international, non-governmental) in order to develop broad policy and program initiatives that will enhance the government's capacity to respond to existing and potential threats and improve public safety and security.

IV Provides federal leadership in guiding the development, harmonization and implementation of national approaches, policies and initiatives related to national security.

3 Successful achievement of objectives requires the incumbent to work effectively with national and international organizations in order to address national, global and hemispheric security issues.

1056 The high number reflects the complexity of the mandate and the leadership skill required to develop the government's policy and program framework, and build consensus and support across multiple levels of government and non-governmental organizations with divergent priorities and perspectives.

PROBLEM SOLVING / THINKING

G Thinking within broadly defined concepts and guidelines in order to develop new legislation, policies and approaches in an increasingly diverse and uncertain environment.

4 Significant analytical, interpretative, evaluative and constructive thinking is required to assess risks, consider global issues and negotiate international cooperative measures, while ensuring the continuation of a Canadian open society.

(66) 700 The high number recognizes the challenge of identifying and resolving issues in an increasingly uncertain environment and of developing plans and approaches to mitigate the impact of uncertainty.

ACCOUNTABILITY / DECISION MAKING

G The position reports to the Deputy Minister and is provided with only general guidance for its legislative, policy and program responsibilities. As one of the most senior national security officials, the incumbent represents the government's position across the portfolio and across all sectors.

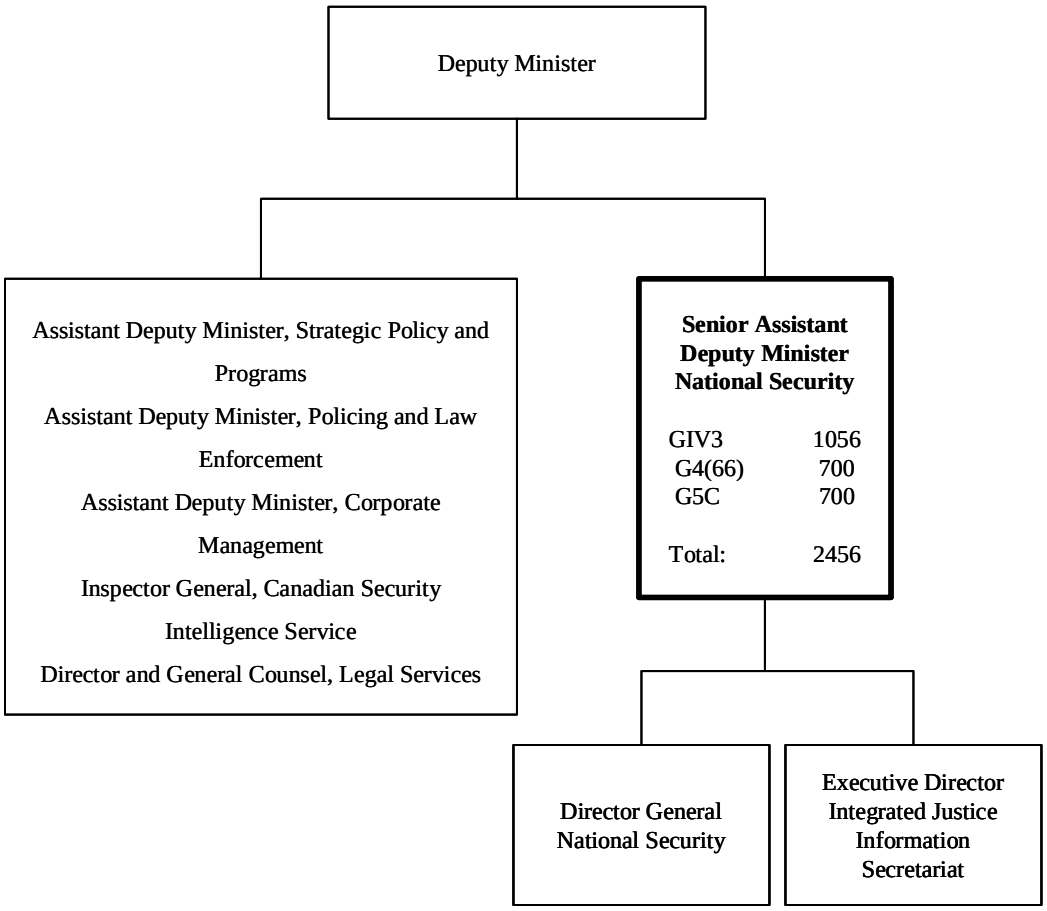
5C Contributory impact on the public safety and emergency preparedness portfolio of departments and agencies, as well as influence on other federal security and public safety budgets of the provinces and territories. The proxy selected to represent these activities is the Minister's total portfolio budget of $712.2 million (constant).

700 High number reflects the novelty of the policy and program responsibilities and the requirement to enhance public confidence in the government's capacity to respond to national security and terrorism threats.

SUMMARY

GIV3	1056	G4(66)	700	G5C	700	=	2456	0

SENIOR ASSISTANT DEPUTY MINISTER
NATIONAL SECURITY
NUMBER: 10 – E – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-E-1

POSITION TITLE: Executive Director, Pest Management Regulatory Agency

GENERAL ACCOUNTABILITY

Is accountable for directing the formulation and implementation of legislation, regulations, policies, strategies, plans, processes and procedures required for the delivery of an integrated pest management regulatory regime to protect the health, safety and environment of the population of Canada and to provide effective pest control products to support the requirements of Canadian industry in the context of revenue dependency in a global environment.

ORGANIZATION STRUCTURE

This is 1 of 16 positions at the first level reporting to the Deputy Minister. The others are Assistant Deputy Minister, Health Products and Food; Assistant Deputy Minister, Healthy Environments and Consumer Safety; Assistant Deputy Minister, Health Policy and Communications; Assistant Deputy Minister, Population and Public Health; Assistant Deputy Minister, First Nations and Inuit Health; Chief Scientist; Assistant Deputy Minister, Corporate Services; Assistant Deputy Minister, Information Analysis and Connectivity; Senior Policy Advisor; and 6 Regional Directors General of Atlantic, Quebec, Ontario and Nunavut, Manitoba and Saskatchewan, Alberta and Northwest Territories, and British Columbia and the Yukon.

Specific functions of the positions reporting to the Executive Director are as follows:

Chief Registrar (staff of 94) is responsible for ensuring the scientific integrity and legality of the scientific review process to support and advance transparent and progressive decision making for the integrated product registration process within a global environment; providing strategic thinking and issues management related to pesticide regulation; and providing senior-level contact with provinces, territories and stakeholders.

Director, Efficacy and Sustainability Assessment, (staff of 49) is responsible for evaluating the efficacy, value and sustainability of pest control products; and providing leadership in assessing the value of pest control products within the context of the scientific review, risk assessment, risk management and product registration decision-making process.

Director, Health Evaluation, (staff of 122) is responsible for developing and implementing approaches and methodologies for toxicology assessments,

exposure assessments, food residue assessments, the establishment of Maximum Residue Limits (MRLs) and the chemical evaluation for pest control products; and providing leadership in the assessment of the toxicological and chemical components of pest control products within the context of the science review, risk management and product registration decision-making process to protect the health of Canadians and the safety of their food and water.

Director, Environmental Assessment, (staff of 40) is responsible for developing, recommending and directing the implementation of the policy, regulatory and methodological framework for the assessment and management of environmental risks associated with pest management products; and providing leadership in the assessment of the toxicological and exposure component of pest control products within the context of the scientific review, risk assessment, risk management and product registration decision-making process to protect the environment of Canadians.

Director, Compliance, Laboratory Services and Regional Operations, (staff of 81) is responsible for the development, implementation and federal/provincial/territorial (FPT) coordination of the Agency's compliance policy, programs and enforcement activities; and the management and delivery of laboratory services relating to compliance and to the scientific evaluation of pest control products.

Director, Strategic Planning, Financial and Business Operations, (staff of 39) is accountable for developing the Agency's integrated planning framework; ensuring the application of professional accounting and financial management standards and practices as the senior financial officer responsible for the Agency's comptrollership function; and planning, developing, implementing and managing human resources, administrative and contracting programs to support senior management decision making and the operations of the Agency.

Director, Alternative Strategies and Regulatory Affairs, (staff of 60) is responsible for overseeing the development of policies, programs and projects related to sustainable pest management; coordinating national and international activities; directing development and management through the regulatory review process, major revisions to the Pest Control Products Act (PCPA), the reform of the regulatory system, and the development, review and assessment of policies, programs and regulatory amendments; overseeing the continuous learning program; managing the publication process; and developing and implementing strategic communications plans for the Agency.

Director, Business Line Improvement and Technology Development, (staff of 30) is responsible for designing, developing, implementing and integrating business processes and systems for the Pest Management Regulatory Agency; managing multi-dimensional projects associated with re-engineering, including its design, development and implementation in a multidisciplinary environment; and managing information technology services.

Director, Re-Evaluation Management, (staff of 25) is responsible for developing and implementing a coordinated matrix re-evaluation program for older pesticides through a multilateral approach with the Environmental Protection Agency of the United States and other Organization for Economic Cooperation and Development (OECD) countries.

NATURE AND SCOPE

The Department's mission is to help the people of Canada maintain and improve their health. Its mandate, underpinned by a solid information and knowledge base, covers three broad areas: national health policy and systems, including health care; health promotion and protection, including disease, illness and injury prevention; and First Nations and Inuit health. The scope of the mandate includes the protection of health and the environment as they relate to pesticides, under the PCPA.

The Executive Director provides authoritative advice to the Deputy Minister on all strategic and operational issues affecting the Agency's development and operation. The incumbent provides policy advice and briefings to the Minister, the Deputy Minister, senior departmental managers and officials of other federal departments, Canadian jurisdictions and non-governmental organizations.

The incumbent directs the development of effective legislative and regulatory instruments, policies, standards, processes and procedures to ensure the integrity and legality of the scientific review process and the timeliness and cost-efficiency of reviews of applications for registration. He or she ensures the ability to protect Canadians' health and environment, as well as the regularity of pesticide re-evaluation, to determine whether pesticides on the market continue to be acceptable for use from an environmental and health risk perspective. He or she also directs the development of effective regulatory instruments, policies, standards, processes and procedures related to cost-recovery initiatives. A key challenge to this is the divergent interests related to the potential negative impact of cost-recovery initiatives on the Canadian pesticide industry, users and a revenue-dependent program.

The incumbent directs the management of many highly trained scientists who are responsible for conducting evaluations and risk assessments of new and existing pesticides, determining the acceptability of health and environmental risks and the acceptable value under the PCPA, and setting drinking water standards and MRLs of pesticides promulgated under the Food and Drugs Act in order to protect Canada's domestic and imported food supplies. He or she also directs the management of a national compliance program through the Agency's regional offices to ensure compliance with the PCPA, and works with the Canadian Food Inspection Agency, which monitors the food residue levels established by the Agency.

The Executive Director keeps abreast of the interests of multiple Canadian and international stakeholders, including chemical manufacturers, farmers and foresters, provincial and territorial governments, environmental and public interest groups and private citizens. One of the major challenges facing the incumbent is to balance stakeholders' divergent interests and concerns, such as data development costs, timely access to cost-effective products, availability of information on pesticides and concern about the use of pest control products. Another challenge is to help the Agency develop effective information and communications strategies and systems to facilitate the exchange of interests and concerns with key stakeholders, while ensuring value and protecting the health of Canadians and the environment.

The Executive Director develops and implements strategies and initiatives to harmonize Canadian approaches and practices with those in place or proposed by foreign governments. The incumbent represents Canada in co-chairing the North American Free Trade Agreement Technical Working Group on Pesticides with the United States and Mexico, which works to ensure North American harmonization of approaches to pesticide regulation. He or she also participates on the OECD working group on pesticides.

The Executive Director represents the Agency's interests and concerns in such fora as the Minister's Pest Management Advisory Council and guides the FPT Committee on Pest Management and Pesticides and the Economic Management Advisory Committee through the Chief Registrar, as well as other internal and external senior-level committees.

Recognizing the requirements of modern comptrollership, the Executive Director implements outcome-based decision making, reporting and accountability on the basis of integrated financial and non-financial performance information; ensures the integration of comprehensive risk management with decision making; and oversees the operation of a sound system of process, infrastructure and organizational controls. The Executive Director also maintains a framework for shared ethics, values and principles as a key element of modern comptrollership.

DIMENSIONS (Constant Dollars)

FTEs:	545
Operating budget:	$7.2 million
Revenue:	$1.4 million

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership for developing and establishing strategic directions and priorities for the cost-effective management of the registration, re-evaluation and regulation of pest

control products, including the harmonization of the registration of pest control products with foreign jurisdictions on behalf of the Government of Canada.

2. Provides leadership for developing and establishing strategic directions, approaches, priorities, processes and procedures for managing assessments of pest control products based on scientific evaluations of health, environmental and value information; assessing the risks inherent in the use of such products; and establishing MRLs for the domestic and imported food supply

3. Provides national leadership in developing strategies and initiatives for the use of alternative approaches to pest management by directing the development and implementation of consultation and communications strategies and approaches to inform and educate the Agency's diverse stakeholders.

4. Directs the development and monitors the implementation of legislation, regulations, policies and regulatory frameworks for pest control products, including the provision of the required laboratory services that support the Agency's compliance activities.

5. Directs the development and implementation of cost-recovery regulations, policies, approaches and mechanisms and the associated performance measures and level of service standards.

6. Represents the Agency's interests and concerns in a variety of fora in the federal government, with provincial and foreign governments, internationally and with the Agency's diverse stakeholders to obtain understanding and acceptance with respect to the Agency's strategic direction and operations.

EVALUATION RATIONALE

Executive Director, Pest Management Regulatory Agency

KNOW-HOW

G Mastery of the Agency's legislation, policies, regulations, practices, processes and procedures; professional expertise in economics and biological and chemical sciences associated with the multi-faceted evaluation of pest control products; in-depth knowledge of the chemical and agricultural industries, the provincial and territorial governments and the interests and concerns of non-governmental groups and stakeholders; professional knowledge of policies, programs, regulatory regimes, processes, procedures and practices related to the management of pest control registration in foreign jurisdictions; and professional knowledge of managing an Agency funded through cost recovery.

III Operational and conceptual management of a regulatory agency, including the promotion of alternative approaches to pest control management.

3 Critical human relations skills required to promote acceptance of innovative approaches to the registration and use of pest control products and practices.

800 High number reflects the depth of specialized technical and scientific knowledge, as well as the significant management challenges associated with managing a stand-alone agency dedicated to establishing, implementing and administering an integrated approach to the registration of pest control products and the promotion of alternative approaches to managing pests.

PROBLEM SOLVING / THINKING

G Thinking is done within general government and departmental objectives to provide an integrated pest management regulatory regime and to promote the use of approaches that are less hazardous to physical and human environments.

4 Innovative approaches must be developed at the policy and program delivery level to meet the government's strategic and operational objectives and to reconcile them with the needs and expectations of a diverse community of stakeholders.

(66) 528 Higher number reflects the requirement to be engaged in legislation and policy work aimed at balancing the divergent interests of chemical manufacturers, farmers and foresters and environmental and other public interest groups. Concerns include production costs, cost-effective control products and the safety of continued reliance on pest control products.

ACCOUNTABILITY / DECISION MAKING

G Receives broad managerial direction from the Deputy Minister in establishing, developing and administering the government's approach to the cost-effective management of the regulation of pest control products and the promotion of alternative approaches to controlling pests.

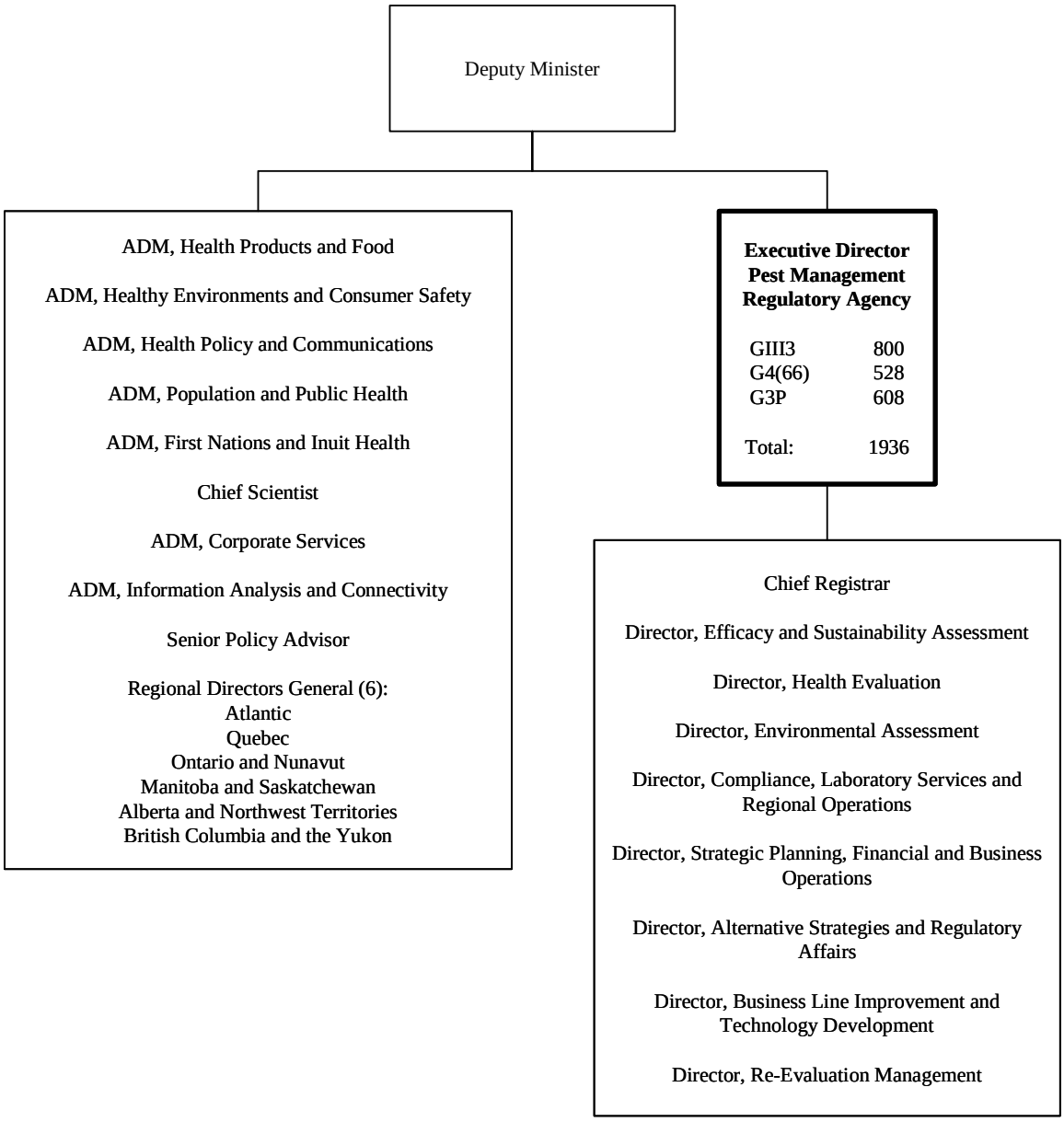
3P The position has direct and effective control over the policies, regulations and operations of the federal pest management regulatory regime. This control is represented by a salary and operating budget of $7.2 million (constant).

608 Mid-range number recognizes the position's latitude in leading a national program to register and regulate pest control products and the relative size of the budget.

SUMMARY

GIII3	800	G4(66)	528	G3P	608	=	1936	A1

EXECUTIVE DIRECTOR
PEST MANAGEMENT REGULATORY AGENCY
NUMBER: 8 – E – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-E-2

POSITION TITLE: Director General, Civil Aviation

GENERAL ACCOUNTABILITY

The Director General, Civil Aviation, is responsible for regulating and overseeing the safety of civil aviation in Canada and in Canadian-controlled airspace to ensure the safety of the Canadian air transportation sector.

ORGANIZATION STRUCTURE

This is 1 of 10 positions at the second managerial level reporting to the Assistant Deputy Minister (ADM), Safety and Security. The others are Director General, Marine Safety; Director General, Rail Safety; Director General, Road Safety and Motor Vehicle Regulation; Director General, Aircraft Services; Director General, Security and Emergency Preparedness; Director General, Marine Security; Director General, Transportation of Dangerous Goods; Director General, Strategies and Integration; and Director, Executive Services Secretariat.

Specific functions of the positions reporting to the Director General, Civil Aviation, are as follows:

Director, Aerodromes and Air Navigation, (staff of 59) is responsible for regulating the safe provision of all air navigation and aerodrome services in Canada; directing the formulation and ongoing development of air navigation, airspace and aerodrome standards and practices; directing the conduct of national air navigation services, aerodrome safety oversight and risk management processes; and contributing to the development of international air navigation standards, policies and practices.

Director, Aircraft Certification, (staff of 155) is responsible for establishing and applying certification regulations and standards for aeronautical products designed or operated in Canada in highly technical fields, such as aircraft design, structures, avionics, electrical and mechanical systems, power plants, equipment and engineering flight tests.

Director, Civil Aviation and Marine Medicine, (staff of 24) is responsible for establishing and applying regulations and standards required for the medical validation of licensed aviation and marine personnel.

Director, Commercial and Business Aviation, (staff of 103) is responsible for establishing and applying regulations and standards for all Canadian business and

commercial air operators, as well as foreign air operators who operate in Canadian airspace.

Director, General Aviation, (staff of 56) is responsible for the licensing of all pilots and flight engineers; developing licensing and testing standards and safety regulations; inspecting and monitoring all Canadian flight training units; regulating aircraft registration and leasing; maintaining a Canadian Aircraft Register; maintaining a safety oversight of recreational aviation and special flight operations, such as air shows; and regulating civil and commercial rocket launch operations in Canada.

Director, International Aviation and Technical Programs, (staff of 21) is responsible for providing technical advice and support on civil aviation technical programs and international civil aviation matters; coordinating technical input for the International Civil Aviation Organization (ICAO) and other international civil aviation bodies; and providing strategic guidance to the Canadian permanent mission to ICAO.

Director, Aircraft Maintenance and Manufacturing, (staff of 39) is responsible for establishing and applying regulations and standards for the manufacture and maintenance of all aeronautical products built, operated or maintained under Canadian control standards.

Director, Regulatory Services, (staff of 46) is responsible for developing and maintaining aeronautical legislation through the Canadian Aviation Regulatory Advisory Council (CARAC); establishing and applying enforcement regulations and standards; presenting cases before the Civil Aviation Tribunal; providing translation services; and developing and standardizing aeronautical terminology.

Director, System Safety, (staff of 24) is responsible for the ongoing development of safety communications, risk assessments, civil aviation emergency responses and safety data analyses.

Director, Aviation Learning Services, (staff of 15) is responsible for efficiently and effectively providing the best possible learning products for civil aviation employees.

Manager, Strategic Issues and Communications, (staff of 7) is responsible for the strategic and tactical management and production of all civil aviation communication products.

Director, Quality and Resource Management, (staff of 25) is responsible for developing and maintaining the integrated management system and a quality assurance program to monitor and maximize the quality and effectiveness of the civil aviation program; planning and directing activities, such as business planning, activity analysis and costing, national information systems services, multimedia publishing services, planning and management studies, human

resources planning and issue studies; and providing functional direction to the regional program services offices.

NATURE AND SCOPE

The Department develops and administers policies, regulations and programs to ensure an exemplary, safe, efficient and environmentally friendly transportation system that contributes to Canada's economic growth and social development and protects the physical environment. The Department has regulatory responsibilities for the development and enforcement of safety regulations covering all modes of transportation and is responsible for developing programs that support broader government goals in such areas as economic and industrial development, environmental protection and energy conservation.

It is in this context that the Director General, Civil Aviation, is responsible for providing corporate leadership in developing legislation, regulations, national standards and air safety policy. The incumbent directs overall planning and policy development for the air transportation sector. The incumbent directs the implementation of monitoring, testing, inspections, research and development and subsidy programs; and ensures the provision of functional leadership to the civil aviation organizations in each region.

The Director General is responsible for establishing and maintaining the civil aviation safety framework as part of the Department's strategic plan for safety and security in the transportation sector. This responsibility requires the incumbent to ensure that the framework establishes the program's operating principles, values, strategic directions and safety targets in order to continue to improve on the high level of aviation safety in Canada and to build a high level of public confidence in Canada's civil aviation program.

The Director General, Civil Aviation, must balance multiple major and conflicting demands. The incumbent must consider both the interests of Canada's aerospace manufacturing industry—worth over $20 billion, with industry exports of $16 billion annually, and over 1,000 foreign air operators flying into and out of Canada—and the expectation of the Canadian public for a world-leading high level of safety for aviation in Canada and for Canadian operations internationally. In addition to achieving a demanding level of aviation safety, the incumbent must also meet the public's expectation that environmental concerns, including emissions, energy efficiency and noise tolerances, are addressed. Size and diversity pose a major challenge for the Director General when planning and managing the balance between the safety of Canadians and pressures resulting from the introduction of cost-saving measures by a highly competitive aviation industry. All of these needs must be met in an environment of intense media attention and scrutiny.

The Director General chairs numerous committees: Civil Aviation Management Executive Committee, National Civil Aviation Management Executive Committee, Canadian Aviation Regulatory Advisory Council and technical committees of departmental and industry representatives. Major activities of these committees involve identifying and prioritizing regulatory issues; providing advice, options and recommendations to the ADM, Safety and Security; analysing aviation issues; developing regulatory recommendations; and reporting on the results of the benefits of proposed regulations. The Director General is also heavily involved in representing Canada's interests internationally through his or her participation in or involvement with ICAO, the North American Aviation Trilateral, the U.S. Federal Aviation Administration, the European Joint Aviation Authorities and others.

As a member of the management committee of the ADM, Safety and Security, the Director General participates in the decision-making process and in the formulation of long-range plans affecting the policies, procedures and operations of all modes of transportation.

DIMENSIONS (Constant Dollars)

	Line	Functional
FTEs:	575	859
Operating budget:	$9.4 million	$12.2 million

SPECIFIC ACCOUNTABILITIES

1. Directs the development and implementation of the national civil aviation regulatory framework of regulations and legislation, policy and programs to foster and promote safe civil aviation in Canada.

2. Plans and directs programs for individual safety oversight, aircraft and their operation, aviation companies, airports, the air navigation system and aeronautical products through a comprehensive national program of licenses, certifications, approvals, inspections, audits and enforcement to provide for compliance with the regulations.

3. Oversees the planning and implementation of a national quality assurance program designed for the consistent application of the civil aviation program to the frequency and quality standards established through the civil aviation quality management system approved by the National Civil Aviation Management Executive Committee, including the establishment of program and functional business plans, performance measures and reports, levels of service standards and internal audits.

4. Represents Canada at national and international committees, conferences and councils, and in negotiating and solidifying bilateral and multilateral agreements and partnerships on new developments or changes to aviation regulations, standards and practices, including acting as Canada's chief delegate to the ICAO triennial assembly.

5. Oversees the design, development and delivery of enhanced civil aviation training programs provided to departmental, industry and foreign government inspectors, engineers and other technical personnel to maintain a world-leading level of safety for aviation in Canada and Canadian operations internationally.

EVALUATION RATIONALE

Director General, Civil Aviation

KNOW-HOW

G In-depth professional knowledge of the legislation, policies and practices governing civil aviation; in-depth professional knowledge of the interrelationships of the regulatory framework, international agreements and industry commercial practices; and in-depth knowledge of the relationship between the aviation industry and technological advances, in order to develop national programs that meet competing demands of multiple and divergent organizations, while ensuring the safety of the Canadian transportation system.

III Conceptual and operational management of the development and enforcement of national civil aviation safety policies, programs, standards and regulatory controls. Provides functional leadership to regional operations.

3 Successful achievement of civil aviation objectives hinges on strong interpersonal relationships in dealings with the aviation industry, NAVCANADA, other government and international organizations and regional civil aviation staff.

800 High number reflects the strong managerial and operational knowledge required to integrate the highly diversified roles of the organization that encompass legislation, policy and regulations and provide national leadership for compliance and enforcement.

PROBLEM SOLVING / THINKING

F Thinking within general objectives related to providing a safe, highly competitive and economic civil aviation system, aviation industry requirements, new and emerging civil aviation issues, and international agreements and obligations.

4 Highly adaptive thinking required to develop national civil aviation programs, policies, standards and regulatory controls that respond to client needs and demands, and to develop innovative approaches in civil aviation operations.

(57) 460 High percentage reflects the degree of thinking challenge inherent in identifying and addressing the multiple variables of size, diversity and economic impact in the Canadian civil aviation system.

ACCOUNTABILITY / DECISION MAKING

F General direction is provided by the ADM, Safety and Security. The incumbent has extensive freedom in determining the national civil aviation regulatory framework and regulatory controls.

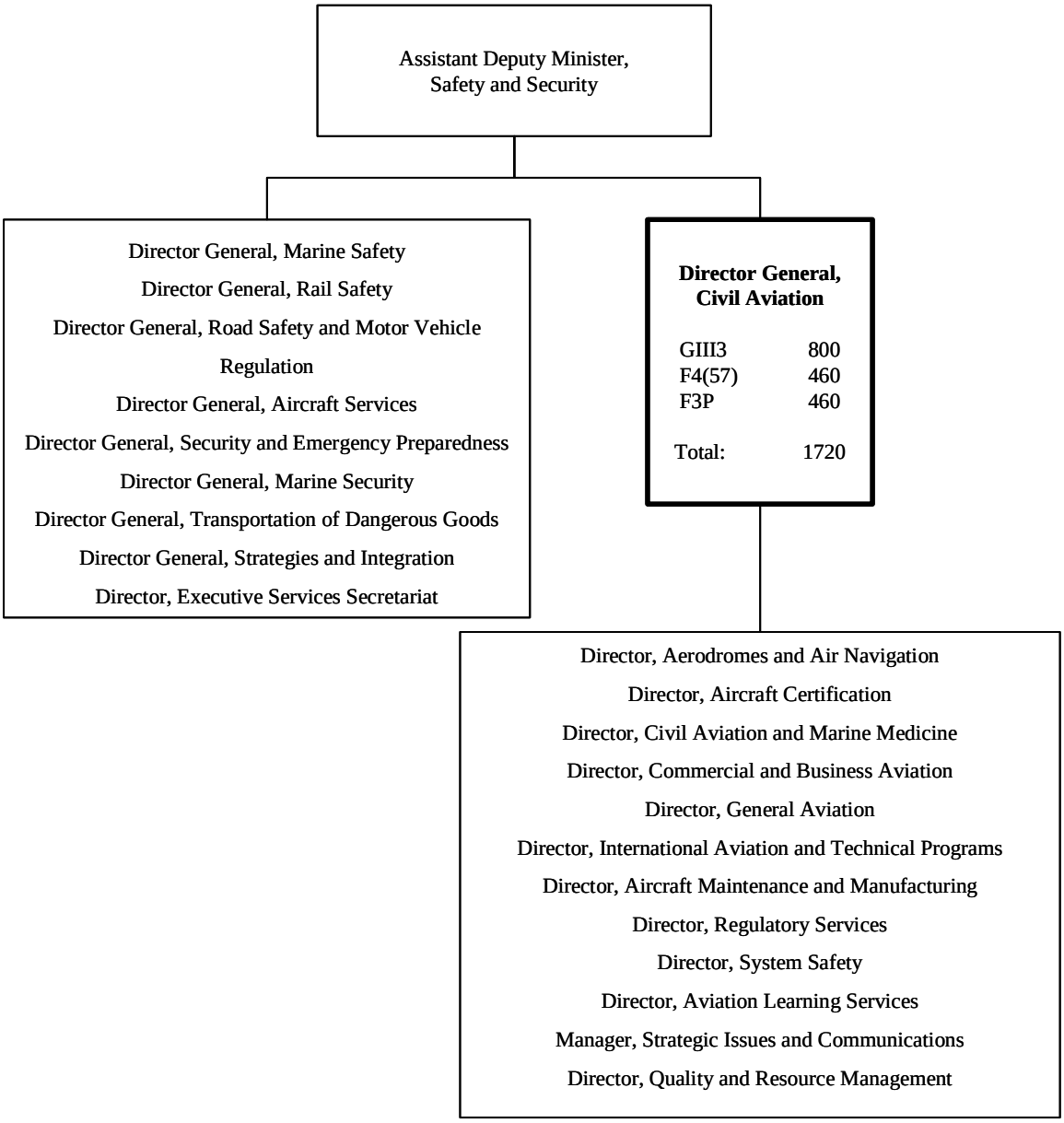
3P Primary impact on the activities of the civil aviation organization. The proxy selected to represent these activities is an operating budget of $9.4 million (constant).

460 High number reflects the size of the budget coupled with the influence the position has over the economic viability of the aviation industry.

SUMMARY

GIII3	800	F4(57)	460	F3P	460	=	1720	0

DIRECTOR GENERAL
CIVIL AVIATION
NUMBER: 8 – E – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-E-1

POSITION TITLE: Director General, Food

GENERAL ACCOUNTABILITY

Is accountable for the development and implementation of integrated and cohesive policy, legislative and regulatory frameworks to support the Department's mandate, strategic agenda and statutory obligations related to the safety, quality and nutrition of food available in Canada.

ORGANIZATION STRUCTURE

The Director General is 1 of 14 positions at the second managerial level reporting to the Assistant Deputy Minister, Health Products and Food. The others are the Director General, Therapeutic Products; the Director General, Natural Health Products; the Director General, Policy and Strategic Planning; the Director General, Office of Regulatory and International Affairs; the Director General, Biologic and Genetic Therapies; the Executive Director, Litigation Secretariat; the Director General, Office of Consumer and Public Involvement; the Executive Director, Office of Science and Biotechnology, and five Regional Directors General.

Specific functions of the positions reporting to the Director General, Food, are as follows:

Director, Bureau of Biostatistics and Computer Applications, (staff of 35) is responsible for program-wide development and management of the collection, analysis and reporting of biostatistics and epidemiological data and the development and implementation of performance measurement strategies**.**

Director, Bureau of Food Assessment, (staff of 15) is responsible for the overall management of the Department's role in assessing the effectiveness of the Canadian Food Inspection Agency's (CFIA) food safety and nutrition activities through an ongoing program of assessment, report and follow-up.

Director, Bureau of Chemical Safety, (staff of 105) is responsible for food policy, standard setting, risk assessment, pre-market evaluation and research related to potentially harmful chemicals in the food supply.

Director, Bureau of Microbial Hazards, (staff of 55) is responsible for policy, standard setting, risk assessment, research and evaluation activities on microbial hazards and extraneous material in the food supply.

Director, Bureau of Food Regulatory, International and Inter-Agency Affairs, (staff of 19) is responsible for ensuring that all proposed regulatory amendments adhere to the Government of Canada's regulatory policy; managing the regulatory amendment process; and supporting the Department and Canadian interests in international, inter-agency and federal/provincial/territorial fora.

Director, Bureau of Policy Integration, (staff of 11) is responsible for the development, analysis, evaluation and continuous improvement of integrated frameworks to ensure cohesive food policy, regulatory and standards development.

Director, Bureau of Nutritional Sciences, (staff of 51) is responsible for policy, standard setting, research, risk assessment and evaluation related to the nutritional quality of the food supply.

Director, Policy and Strategic Planning, (staff of 7) is responsible for the development and maintenance of management frameworks to support finance, administration, human resources and continuing education for the Directorate.

Director, Animal Resources, (staff of 35) is responsible for providing professional veterinary and laboratory animal care services to the Department's research community.

NATURE AND SCOPE

The Department's mission is to help the people of Canada maintain and improve their health. Its mandate, underpinned by a solid information and knowledge base, covers three broad areas: national health policy and systems, including health care; health promotion and protection, including disease, illness and injury prevention; and First Nations and Inuit health.

It is in this context that the Director General ensures an integrated and cohesive approach in combining rigorous regulation with high standards and direct scientific research that will safeguard Canadians against undue risk associated with food products. The incumbent provides leadership and overall direction for the Food Safety Assessment Program to assess the effectiveness of the CFIA's activities related to food safety.

The Director General establishes integrated frameworks to ensure cohesive approaches to food policy and regulatory development with respect to all aspects of food safety, including microbial hazards, chemical safety and nutrition. The incumbent undertakes extensive consultation at the most senior levels across the community of stakeholders, including the policy community, other regulators, industry representatives, health care practitioners, professional associations and special interest groups, and ensures that serious consideration is given to their views and concerns.

The Director General has extensive representational responsibilities across the Department and with the Canadian Food Inspection Agency; other federal departments and agencies; the provinces and territories; food industry representatives; foreign bodies, such as the United States Food and Drug Administration; and international bodies, such as the World Health Organization, the United Nations Food and Agricultural Organization and the European Union. The incumbent provides leadership in negotiations with the provinces and territories and in international bilateral negotiations related to food regulations and standards. The Director General faces significant challenges in an operating environment where the food system and food safety concerns are becoming increasingly complex as a result of global trade, new food products and production methods such as biotechnology, and new processing and distribution technologies. The Director General also leads policy and regulatory development in an industry that is constantly changing in the face of new and evolving technologies, broadening distribution systems and increasing accessibility to imported foods.

As the senior scientist in the Food Program, the Director General faces a significant challenge in leading renewed and integrated approaches to scientific research and the management of findings. The incumbent must address safety considerations from both regulatory and non-regulatory perspectives and ensure that the risks and benefits associated with each approach are defined and that appropriate recommendations are developed. Research is conducted in laboratories at national headquarters and across the regions, and the Director General is accountable for ensuring that the research facilities are managed with optimal efficiency.

The Director General develops and implements an integrated management framework to track and support the evaluation of submissions on food inputs, processing and products. The incumbent oversees health risk assessments and pre-market safety evaluations; develops renewed surveillance strategies that enhance public health surveillance systems to provide real-time information on outbreaks of food-borne illnesses; and strengthens communication links between regions, provinces and communities so that timely, complete and accurate information is available for decision making.

Nutritional science is an important aspect of the Food Program’s responsibilities, and the Director General oversees nutritional research and evaluation, which integrates the nutritional and metabolic aspects of foods. This activity adds to the complexity of the Director General’s role because it is distinguished somewhat from the other research areas by its education implications for health professionals and the public, and by a shift in focus from avoiding harm to increasing well-being. The Director General leads approaches to scientific data management, including computer applications, to support the analysis of scientific data and the development and analysis of biostatistics.

The Director General oversees the development of consultation frameworks and mechanisms in an open and inclusive approach across the community of stakeholders, and works collaboratively with the Office of Consumer and Public Involvement and the Corporate Consultation Secretariat in planning and managing public involvement activities for the Food Program.

The Director General provides the Assistant Deputy Minister, the Deputy Minister and other senior executives with detailed scientific and policy briefings on the potential impact of food regulation, standards and related issues in domestic and international fora.

DIMENSIONS (Constant Dollars)

FTEs:	468
Operating budget:	$8 million

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership for the development and maintenance of integrated frameworks to ensure cohesive approaches to food policy and regulatory development with respect to all aspects of food safety, including microbial hazards, chemical safety and nutrition.

2. Provides expert and authoritative representation at the most senior levels across the Department and with the Canadian Food Inspection Agency and other federal departments and agencies; the provinces and territories; food industry representatives; foreign bodies, such as the United States Food and Drug Administration; and international bodies, such as the World Health Organization, the United Nations Food and Agricultural Organization and the European Union.

3. Oversees the development of consultation frameworks and mechanisms in an open and inclusive approach across the community of stakeholders, and works collaboratively with the Office of Consumer and Public Involvement and the Corporate Consultation Secretariat in planning and managing public involvement activities for the Food Program.

4. Leads and directs an integrated approach to domestic and international food regulation and standards; oversees all evaluation, risk assessment and risk management of food regulations in domestic and international contexts; and represents the federal government in the negotiation of food regulations and standards with the provinces, territories and international organizations.

5. As the senior scientist in the Food Program, leads and directs integrated approaches to scientific research and the management of findings

generated by the study of chemical safety, microbial hazards, the safety of veterinary drugs in the food chain, nutritional research and evaluation, biostatistics and epidemiology, and the assessment of submissions.

6. Directs the Food Safety Assessment Program, including the review and approval of multi-year and annual plans and assessment reports; oversees the review of the design and operational delivery of CFIA programs related to food safety, compliance with health and safety standards and the results achieved; and makes expert recommendations to the Minister on the need for change.

7. Provides the Assistant Deputy Minister, the Deputy Minister, the Minister and other senior executives with expert advice on sensitive issues and detailed scientific and policy briefings on the potential impact of food regulation, standards and related issues in domestic and international fora.

EVALUATION RATIONALE

Director General, Food

KNOW-HOW

G Mastery of interrelationships between a broad range of scientific fields, such as toxicology, pathology, synthetic and analytical chemistry, food technology and nutrition, electron microscopy, food microbiology, statistical design and the epidemiology of food-related disease; and professional knowledge of policy and regulation development in the federal government.

III Conceptual integration of many diverse aspects of food production, preparation and storage; and operational management of the policy and regulatory regime for food safety and quality.

3 Critical level of human relations skills is required to lead and oversee stakeholder consultation processes, influence senior officials and manage a large staff.

700 Mid-range number reflects a solid rating in all dimensions and recognizes the breadth of professional knowledge required.

PROBLEM SOLVING / THINKING

F Thinking is done within broadly defined objectives to develop and implement integrated and cohesive policy, legislation and regulatory frameworks to ensure food safety, quality and nutrition of food available in Canada.

4 Analytical and evaluative thinking is required to address safety considerations from both regulatory and non-regulatory perspectives in order to determine significant food safety and quality issues and associated risks and benefits when devising appropriate solutions and recommendations.

(57) 400 Higher percentage reflects the challenges associated with developing policies, legislation and regulatory frameworks for a rapidly evolving and complex food production and distribution industry that will ensure the safety of Canada’s food supply.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Health Products and Food, is subject to general managerial direction. Leads and directs an integrated approach to domestic and international food regulations and standards.

3P The position has a primary impact on the achievement of Food Program objectives as represented by a budget of $8 million (constant).

460 High number reflects the position's latitude in managing a broad national program impacting the quality of food products in Canada and the magnitude of the budget.

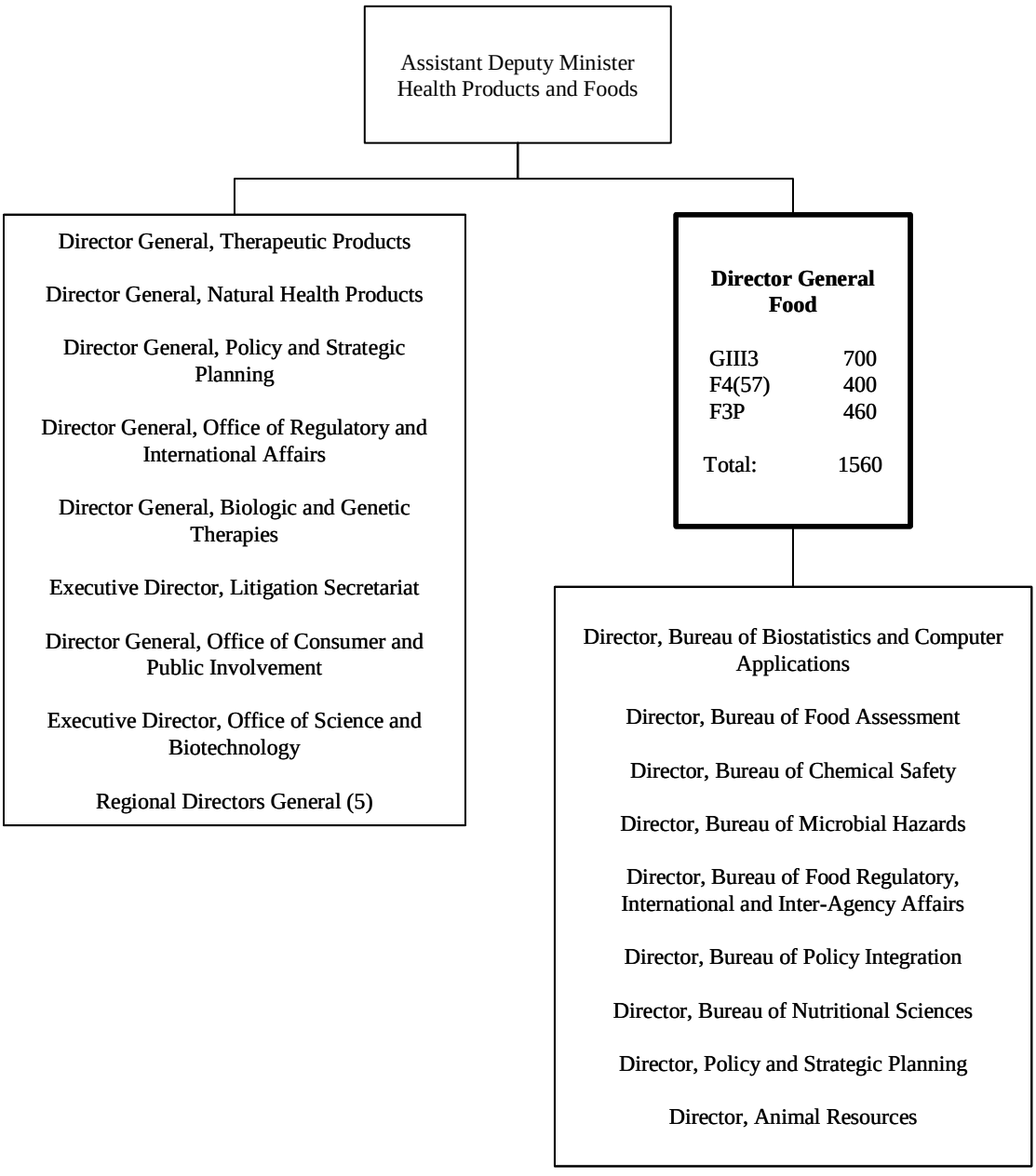
SUMMARY

GIII3	700	F4(57)	400	F3P	460	=	1560	A1

DIRECTOR GENERAL

FOOD

NUMBER: 7 – E – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-E-1

POSITION TITLE: Director, Environmental Assessment

GENERAL ACCOUNTABILITY

Is accountable for developing, recommending and directing the implementation of the policy, regulatory and methodological framework to assess and manage environmental risks associated with pest control products.

ORGANIZATION STRUCTURE

This is one of nine positions at the second managerial level reporting to the Executive Director. The others are Chief Registrar; Director, Business Line Improvement and Technology Development; Director, Efficacy and Sustainability Assessment; Director, Health Evaluation; Director, Compliance Laboratory Services and Regional Operations; Director, Alternative Strategies and Regulatory Affairs; Director, Re-evaluation Management; and Director, Strategic Planning, Financial and Business Operations.

Specific functions of the positions reporting to the Director, Environmental Assessment, are as follows:

Five (5) Section Heads, Product Evaluation, (total staff of 37) responsible for planning, directing and coordinating the approaches, standards and methodologies for the assessment of new and already registered pest control products in order to determine their hazards and risks to the environment; and providing expert advice in these areas.

NATURE AND SCOPE

The Pest Management Regulatory Agency is responsible for preventing unacceptable risks to people and the environment from the use of pest control products. Issues of both national and international scope in the field of pest management have a significant impact on Canadian farmers, foresters, fish farmers and manufacturers and their ability to compete in a global marketplace; and on both the Canadian public and the physical environment. Provinces and territories play an important role in pest control product regulation through legislation related to the transportation, storage, sale, use and disposal of pesticides and related products.

It is in this context that the Director, Environmental Assessment, provides corporate leadership for the integrated delivery of a national program to assess the risks to the environment inherent in pest control products and to develop recommendations on methods for managing those risks.

The Director manages the Agency's centre of scientific expertise, which determines the environmental hazards and risks associated with a wide variety of pest control products submitted for evaluation, re-evaluation, registration and de-registration.

The Director ensures that the appropriate interpretations of environmental impact are brought forward to support the integrated decision-making process. This task involves managing the health and environmental risks of pest control products so that they can be safely used by the agriculture, forestry and aquaculture sectors to enable them to remain competitive in a global marketplace. The incumbent identifies products or uses that are environmentally unacceptable, regardless of benefits to the user.

The Director plans, organizes and implements strategies and initiatives to ensure that the processes, procedures and policies for determining the risks and hazards to the environment are streamlined, efficient and effective in order to meet the competing interests of a wide variety of stakeholders. These include chemical manufacturers, which provide revenues to the Agency in the form of fees for submissions and maintenance of registration, as well as groups, such as farmers and foresters, and other non-government organizations, such as environmental groups.

The Director provides authoritative advice to the Executive Director on strategic and operational issues related to environmental risk assessment that affect the Agency's development and operation.

A major challenge facing the incumbent is to lead joint initiatives to harmonize environmental assessment approaches across international boundaries (e.g. with the United States and the Organisation for Economic Co-operation and Development). Another major challenge is to foster cooperation between various federal departments and agencies (e.g. Environment Canada, Fisheries and Oceans Canada, and Agriculture and Agri-Food Canada), provincial and territorial governments, officials of foreign agencies responsible for pest management regimes, manufacturers and distributors, commercial users, the media, interest groups and citizens who are interested in the objectives and directions of the Agency.

DIMENSIONS (Constant Dollars)

FTEs:	37
Operating budget:	$586,000
Annual sales of pest management products used in Canada:	$260 million

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership for the development and implementation of approaches, methodologies, standards, processes, procedures and policies to determine the risks and hazards to the physical environment associated with pest control products.

2. Participates in the establishment and application of approaches, priorities, processes, procedures and policies for managing the environmental assessment of pest control products and the assessment of the risks inherent in their use, based on scientific evaluations.

3. Ensures the international harmonization of guidelines for the conduct and review of scientific tests to determine the hazards and risks to the environment from the use of pest control products.

4. Directs negotiations for the conduct of the environmental portion of joint reviews of products with the United States Environmental Protection Agency and the development of productive working relationships with other regulatory agencies.

5. Represents the Agency’s interests and concerns related to environmental risk assessment in a variety of fora within the federal government, with provincial and foreign governments and with the Agency’s diverse stakeholders in order to foster understanding about and, where possible, to arrive at a consensus on the Agency’s strategic direction and operations.

EVALUATION RATIONALE

Director, Environmental Assessment

KNOW-HOW

F Extensive knowledge of complex theory, principles and practices of the biological and physical sciences associated with the evaluation of toxic products and their immediate and long-term effects on environmental factors and their interrelationships with human, animal and plant health; professional knowledge of the legislation, policies, regulations, practices, processes and procedures of a regulatory agency; professional knowledge of the chemical industries and of the industries in which pest management products are used, particularly the agriculture, forestry and mining industries; professional knowledge of the jurisdictions and interests of the provincial and territorial governments, as well as the interests and concerns of non-governmental groups and stakeholders; and professional knowledge of the policies, programs, regulatory regimes, processes, procedures and practices related to the management of pest control registration in foreign jurisdictions.

III Operational and conceptual management of a national program to evaluate and reduce the risk posed to the physical and human environments by the use of pest control products.

3 Critical human relations skills required to promote acceptance of innovative approaches to regulating pest control products and practices in the provinces and territories, in industry and internationally.

608 Highest number reflects the depth of complex scientific knowledge required and the knowledge required of the interplay between health and environmental factors. The highest value also reflects the position's status as the national environmental assessment focal point for the Agency.

PROBLEM SOLVING / THINKING

F Thinking is within Agency objectives to provide an integrated pest management regulatory regime and promote the use of appropriate products and measures that are less hazardous to the physical and human environments. The position operates in a revenue-dependent context.

4 Creative and analytical thinking is required to manage critical activity in the approval process for the registration of pest management products and to assess the related risks and benefits.

(50) 304 Solid percentage reflects the challenges associated with developing national policies, approaches, standards and methodologies to identify and mitigate risks within the existing regulatory framework.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Executive Director, is subject to management direction within the context of the regulatory and policy framework for assessing the risks posed to the environment by the use of pest management products.

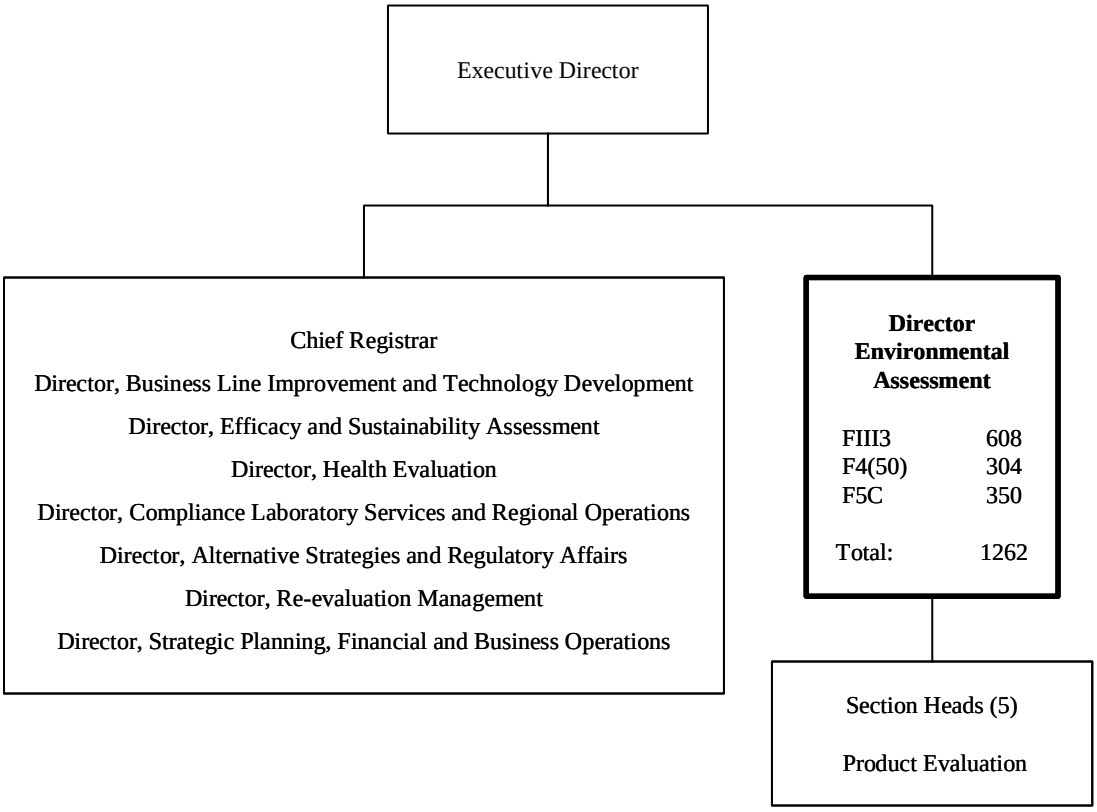
5C The position has primary impact on the Agency's environmental protection policies and programs and a contributing impact on the value of the pesticide industry to Canada. The proxy selected to represent these activities is a contributory impact on the sale and use of regulated pest management products in Canada valued at $260 million (constant).

350 Lowest number reflects the impact that the position has on decision making associated with the registration of pest management products and commercial decisions made by the industry in introducing products into the Canadian market.

SUMMARY

FIII3	608	F4(50)	304	F5C	350	=	1262	A1

DIRECTOR
ENVIRONMENTAL ASSESSMENT
NUMBER: 6-E-1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-E-2

POSITION TITLE: Regional Director, Civil Aviation, Atlantic Region

GENERAL ACCOUNTABILITY

Is accountable for managing the oversight of civil aviation in the Atlantic Region.

ORGANIZATION STRUCTURE

This is one of nine positions at the second managerial level reporting to the Regional Director General. The other positions are Director, Surface; Director, Marine; Director, Programs; Director, Security and Emergency Preparedness; Director, Finance and Administration; Director, Human Resources; Director, Communications; and Director, Coordination and Policy Advice.

Specific functions of the positions reporting to the Regional Director, Civil Aviation, are as follows:

Regional Manager, Aircraft Certification, (staff of 2) is responsible for ensuring that the designs of aeronautical products, repairs and modifications meet the applicable airworthiness standards.

Regional Manager, Maintenance and Manufacturing, (staff of 20) is responsible for monitoring, inspecting and auditing all companies and personnel involved in the manufacture, repair and distribution of aeronautical products.

Regional Manager, Enforcement, (staff of 7) is responsible for strategic planning and management of the operation and delivery of regulatory programs (enforcement) for the Region.

Regional Manager, General Aviation, (staff of 10) is responsible for licensing aviation personnel, overseeing general aviation operations and registering aircraft, in compliance with the Canadian Aviation Regulations.

Regional Manager, Commercial and Business Aviation, (staff of 27) is responsible for ensuring that a satisfactory level of safety is maintained by all regionally based commercial and business air carriers.

Regional Manager, Aerodrome Safety, (staff of 7) is responsible for ensuring that a satisfactory level of safety is maintained for airports and aerodromes.

Regional Manager, System Safety, (staff of 6) is responsible for safety awareness and promotion in the civil aviation transportation system in the Atlantic Region.

Regional Manager, Air Navigation Services and Airspace, (staff of 2) is responsible for ensuring that a satisfactory level of service for Air Navigation Service facilities and services, including weather, navigation, radar and communication services, is maintained.

Regional Director, Quality Assurance and Review, (staff of 6) is responsible for managing the Integrated Management System in the Region.

NATURE AND SCOPE

The Civil Aviation Group is responsible for the development of regulations and national standards; and the implementation of monitoring, testing, inspections, research and development, and subsidy programs, which contribute to safety and security in aviation transport. The regions contribute to the development of program contents, policy and standards, in addition to delivering the program.

It is in this context that the Regional Director, Civil Aviation, is responsible for ensuring a safe and efficient aviation system in the Atlantic Region and ensuring that all persons and aircraft using that system do so in accordance with the safety legislation and rules set out to govern its use. The incumbent's primary responsibility is to provide a safe and efficient civil aviation system. This is done through control of the aeronautical products, people and companies that operate within the aviation system.

The Regional Director must license and regulate people, aircraft, airports, air carriers, corporate aircraft operators, flight training establishments, aircraft manufacturers and repairers, and manufacturs and repairers of other aeronautical products (such as engines, propellers and components). The incumbent acts as the convening authority for regulatory audits of airline companies that are part of the National Audit Program.

The Regional Director manages the regulatory regime under which existing airports and proposed entrants to the regulated aviation industry are assessed with respect to their continued compliance with the standards regulating their entry into the avaiation industry. The incumbent must ensure that the operations of licensees are monitored, tested and audited, and that appropriate enforcement action (judicial or administrative) is taken when these standards are not observed. The incumbent must defend actions before the Transportation Appeal Tribunal of Canada when licences or operating certificates can be revoked, suspended or cancelled and before coroners or the courts when the Department is thought to be implicated, normally as a result of an aviation accident.

A major challenge for the Regional Director is to direct and manage the regional regulatory program in a manner that allows the regional aviation industry to be operationally viable, while at the same time not compromising safety to the travelling public and within the National Civil Air Transportation System as a

result of the introduction of cost-saving measures by a highly competitive aviation industry.

The Regional Director is responsible for the implementation and enforcement of national policies, standards and procedures in the Region to meet the Region's changing needs. In doing so, the incumbent is responsible for the establishment of appropriate implementation plans with general direction from the Regional Director General. Advice and standards are provided by the functional headquarters' Director General.

The Regional Director exercises delegated statutory responsibilities, including the unusual Aeronautics Act power to exempt persons, aircraft, etc. from the law (in essence, the power to create a person- or aircraft-specific law without the need for Ministerial or Privy Council approval).

The Regional Director is part of the regional management team and maintains high-level contacts with the aviation industry and associations. These contacts are at the senior management level (i.e. company presidents and vice-presidents of large international airports) in order to provide expert aviation operations advice.

DIMENSIONS (Constant Dollars)

FTEs:	87
Operating budget:	$1.0 million

SPECIFIC ACCOUNTABILITIES

1. Ensures that commercial and private aeronautical activities in the Region and in international or foreign airspace under the incumbent's jurisdiction comply with departmental regulations.

2. Provides the necessary strategic perspective and organizational integration; and ensures that the activities of all management and line staff work toward fulfilling the Branch mission in the Region.

3. Participates in the determination of all national policies and programs that impact on air navigation, system safety and aviation regulation in Canada.

4. Ensures that the departmental perspective on all regional matters dealing with air navigation, system safety and aviation regulation is brought forward to the public, media, other departments or levels of government, industry, unions, tribunals and courts.

5. Ensures that cost-recovery policies are implemented.

EVALUATION RATIONALE

Regional Director, Civil Aviation, Atlantic Region

KNOW-HOW

F In-depth professional knowledge of the policies and regulations governing the Canadian air transportation system; professional knowledge of the engineering principles and concepts to apply in the certification and inspection of air carriers; and in-depth knowledge of the Canadian and international aviation environment and commercial practices.

III Operational management of aviation system safety in the Region.

3 The establishment of productive interpersonal relationships is critical in dealing with industry, other levels of government, the public, the media, unions, tribunals and courts on regional aviation matters.

608 High number reflects the depth and breadth of knowledge of the regulatory regime, specialized engineering concepts and practices, and knowledge of the highly competitive airline industry to ensure that the safety of the travelling public is not compromised.

PROBLEM SOLVING / THINKING

F Thinking is done within operational objectives, specialized technical engineering requirements, operational imperatives and a diverse regulatory framework that encompasses licensing, certification and inspection of air carriers and air carrier personnel.

4 Work requires analytical, evaluative and constructive thinking in developing sound approaches to assess risks to travellers by balancing safety and efficiency, while meeting industry and public demands to prevent degradation in service or safety.

(50)
304 Solid percentage reflects the challenge of managing risk within a regulatory framework that must be considered in conjunction with advice and direction from the functional headquarters authority.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Regional Director General, with functional direction from headquarters Directors General, is accountable for ensuring the safety of air travellers in exercising a wide range of aviation authorities in the Region.

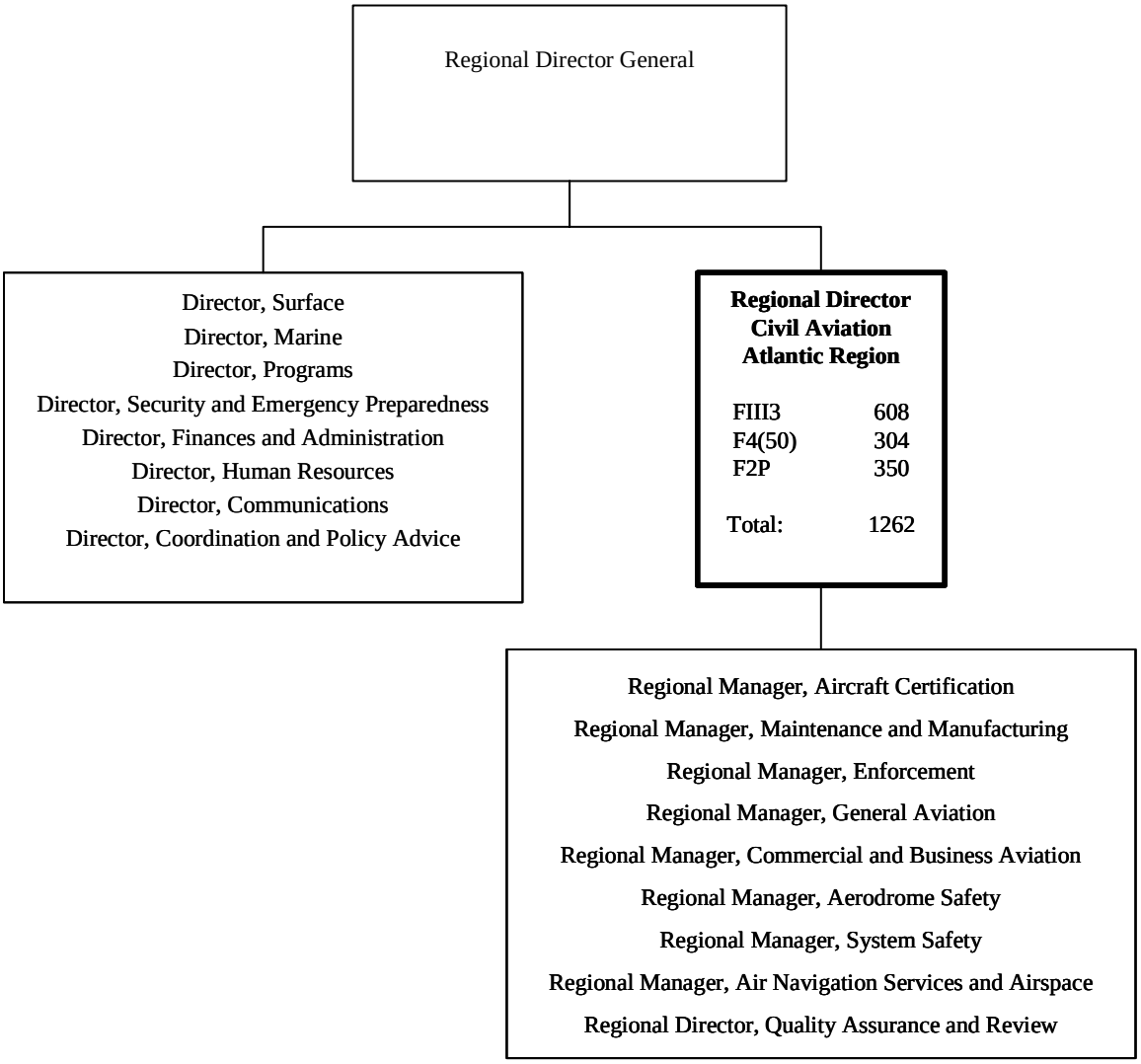
2P The position has effective control over regional aviation programs and services. The proxy selected to represent these programs and services is an operating budget of $1 million (constant).

350 High number reflects the size of the budget, the decision-making authority in protecting travellers' safety and the influence on the economic viability of regional air carriers.

SUMMARY

FIII3	608	F4(50)	304	F2P	350	=	1262	A1

REGIONAL DIRECTOR
CIVIL AVIATION, ATLANTIC REGION
NUMBER: 6-E-2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-E-1

POSITION TITLE: Regional Director, National Crime Prevention Centre, B.C. Region

GENERAL ACCOUNTABILITY

Is accountable for providing regional leadership in the planning, development, implementation and management of policies, procedures, partnerships and programs to support and advance the implementation of the National Strategy on Community Safety and Crime Prevention.

ORGANIZATION STRUCTURE

This is 1 of 12 positions at the third managerial level reporting to the Executive Director, National Crime Prevention Centre. The others are Director, Program Development and Delivery; Director, Policy and Strategic Planning; Director, Research and Evaluation; Director, Communications, Promotion and Public Education; Director, Investment Fund; Director, Administration and Operations; and five Regional Directors.

Specific responsibilities of the 10 positions reporting to the Director include conducting research; program planning, development and implementation; community outreach; public education; and managing and monitoring the Centre's joint crime prevention initiatives.

NATURE AND SCOPE

The Department plays a fundamental role in the safety of Canadians, while ensuring that all Canadians continue to enjoy the benefits of an open society. The Minister's vast portfolio of public safety-related agencies, boards and committees includes responsibility for emergency preparedness, crisis management, national security, corrections, policing, oversight, crime prevention and border functions.

The National Crime Prevention Centre's mandate is to decrease the rates of crime, victimization, and fear of crime and to increase the number of public, private and community partners working to prevent crime in Canada. The national strategy is aimed at reducing crime and victimization by addressing their root causes, such as abuse, violence and drug and alcohol abuse, through a social development approach directed at removing the personal, social and economic factors that lead to crime.

It is in this context that the Director is responsible for monitoring and identifying local socio-economic trends that impact the Centre's regional policies and strategies, including health, education and economic development matters related to crime and its prevention. This intelligence and this analysis are also provided to senior Centre officials, departmental staff and other federal government stakeholders to assist them in formulating broader policies and strategies in order to harmonize federal and provincial goals and develop more integrated approaches to crime prevention.

As the Centre's senior manager in the Region, the Director is responsible for providing professional leadership in the formulation, development and implementation of strategies, initiatives and programs designed to motivate and empower communities to determine and implement their own long-term approaches to crime prevention. A major challenge for the incumbent is to ensure that the Region has the resources and capacity to tailor and deliver the Centre's multi-dimensional program initiatives in a manner that addresses the primary crime prevention issues in the Region. The Director is accountable for directing analysis and reporting on emerging issues, challenges and the success of regional strategies to the Executive Director.

The Director is responsible for managing five crime prevention programs—the Business Action Plan, the Community Mobilization Program, the Strategic Fund, the Partnership Program and the Investment Fund—involving over 500 individual projects and $6.1 million (constant) in annual funding. The Centre never provides 100% of the funding for projects, so the challenge is to develop and promote joint funding strategies that allow the cost of these investments to be shared with other levels of government and community groups to ensure that communities take ownership for and develop effective approaches to crime prevention that address the root causes.

The Director is responsible for coordinating regional funding by working with other organizations, particularly Health Canada, Human Resources and Skills Development Canada, Social Development Canada, and Canadian Heritage, to facilitate linkages between the various horizontal initiatives in order to avoid duplication, explore joint funding opportunities and have the Centre's work supported through other federal government initiatives. A major challenge for the incumbent is to review and prioritize multiple funding proposals that exceed available resources. This challenge will likely intensify as the availability of funds decreases as a result of fiscal pressures.

The Director is also responsible for developing and maintaining good working relationships with provincial representatives from a range of ministries. Communities have historically relied on provincial governments to support community-based crime prevention activities. Given the recent fiscal pressures on provincial governments, there will be significant challenges in gaining provincial support for work in crime prevention and in filling the gaps created by reduced provincial funding.

The Director is responsible for leading the review of funding requests from a wide variety of professional, non-profit, voluntary and academic institutions involved in crime prevention. The incumbent ensures that proposals are assessed in order to ensure compliance with national program criteria, provincial priorities, review committee priorities, and with policy, program and legislative initiatives of the Department. The incumbent negotiates funding agreements and contribution levels and monitors, reviews and reports on the status of funded proposals to ensure compliance with the Treasury Board's accountability requirements.

One of the key challenges of the position is managing political sensitivities with regard to funding programs that are co-managed with provincial governments. The Social Union Agreement between the federal and provincial governments establishes respective responsibilities and stipulates that the federal government will respect the jurisdictions, mandates and priorities of the provincial governments.

The incumbent is responsible for establishing and maintaining a public education and information program, including the establishment of regional learning centres to disseminate resources and tools and best practices to communities that are ready and able to apply them. The Director takes responsibility in other outreach and public education activities to create awareness about the value of crime prevention through social development and by publicizing the Centre's programs and responsibilities. The incumbent is also responsible for assessing and consulting with client groups to identify their resource and knowledge needs and make recommendations to the Department in order to better serve these communities.

The Director leads and participates in work teams composed of colleagues, provincial and territorial government representatives, and recognized experts for the purpose of establishing strategies and setting goals for service delivery, providing advice on technical support, preparing instructional materials, examining legal issues, examining solutions to funding constraints and facilitating better community involvement in the development and implementation of crime prevention programs. The incumbent is also the Centre's representative on the Region's Policy Liaison Team, which coordinates the Department's policy, program and communications functions to improve the integration of the Region's programs and share knowledge, skills and expertise in order to ensure a more strategic and integrated approach to the work done in the Region.

The Director also represents the Region on national management teams, working groups and advisory committees to recommend, refine and improve the Centre's national business strategies, objectives and strategic partnerships with other government departments, other levels of government and other stakeholder groups. The incumbent is also responsible for contributing to the development of broad policy frameworks and strategies in order to improve crime prevention initiatives and ensure effective integration and implementation of the federal government's crime prevention agenda.

DIMENSIONS (Constant Dollars)

FTEs:	11
Operating budget:	$118,000
Regional program budget:	$1.95 million

SPECIFIC ACCOUNTABILITIES

1. Directs the review, development, implementation and monitoring of regional policies, strategies, procedures and program approvals to ensure the most effective and efficient use of crime prevention program funds to meet the Centre's mandate.

2. Directs the Region's strategic planning processes, which involves other levels of government and non-governmental organizations, and recommends adjustments to the program mandate and focus to enhance the delivery and administration of programs, and alignment and compliance with national strategic objectives, policies and operational goals.

3. Develops and implements a regional accountability structure and operational procedures for grants and contributions funding to ensure value for money and regard for due process.

4. Negotiates and manages program partnership arrangements and structured program delivery processes with the provincial government to ensure effective use of resources, while preventing crime and promoting safer communities.

5. Monitors the implementation of program terms and conditions, funding criteria and evaluation and reporting mechanisms to ensure that there are no conflicts with existing laws or with legislative and other government objectives.

6. Negotiates amendments to existing delivery mechanisms when problems are encountered to ensure that there are no funding or procedural conflicts or problems.

7. Provides leadership in the Region and manages a multidisciplinary team in order to continually improve service delivery capacity and program design, increase staff knowledge and expertise, and improve crime prevention capacity within communities.

EVALUTION RATIONALE

Regional Director, National Crime Prevention Centre, B.C. Region

KNOW-HOW

F Specialized professional knowledge of concepts, principles, techniques and processes in the field of crime and crime prevention; expert knowledge and experience in the development of policies and programs related to crime prevention; in-depth knowledge of acts and legislation related to crime prevention; and in-depth knowledge of related federal and provincial departments and community groups involved in crime prevention.

II Policy and operational integration and coordination for planning, organizing, directing and controlling the development and implementation of approaches, processes and procedures for managing a multi-dimensional crime prevention program.

3 Successful achievement of objectives requires the incumbent to develop and maintain open and constructive working relationships with partners in order to develop and promote joint funding strategies and deliver co-managed programs.

460 High number reflects the in-depth expertise, knowledge and human relations skills required to identify, develop and co-manage multiple jointly funded programs and to negotiate agreements involving several levels of government and other stakeholders.

PROBLEM SOLVING / THINKING

F Thinking within generally defined policies, objectives and practices of the Centre, the position directs strategic planning processes for the Region, involving other levels of government and non-governmental organizations, to recommend adjustments to the program mandate and focus, and respond to local needs, while ensuring proper alignment with national strategic objectives, policies and operational goals.

4 Analytical, constructive and evaluative thinking is required to develop new policy frameworks and program structures involving a large number of organizations and stakeholder groups.

(50) 230 Low percentage reflects the role of the position as the regional expert in providing advisory services to a broad clientele and in identifying, recommending and supporting new policy frameworks and service

delivery directions for the Department in the area of crime prevention

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Executive Director, within broad practices, procedures and generally defined objectives, is accountable for the development, coordination and monitoring of the Department's crime prevention program in the Region. Acts with considerable autonomy in negotiating joint funding agreements with other stakeholders.

3S The position negotiates and manages program partnership arrangements and structured program delivery processes with the province and coordinates regional funding with other government departments to support the objectives of crime prevention programs. Joint funding contribution levels vary, and the proxy selected to represent this activity is the regional program budget of $1.9 million (constant).

264 The low number reflects the dollar value and the amount of relative freedom to act in recommending new policy and program design, and joint funding agreements.

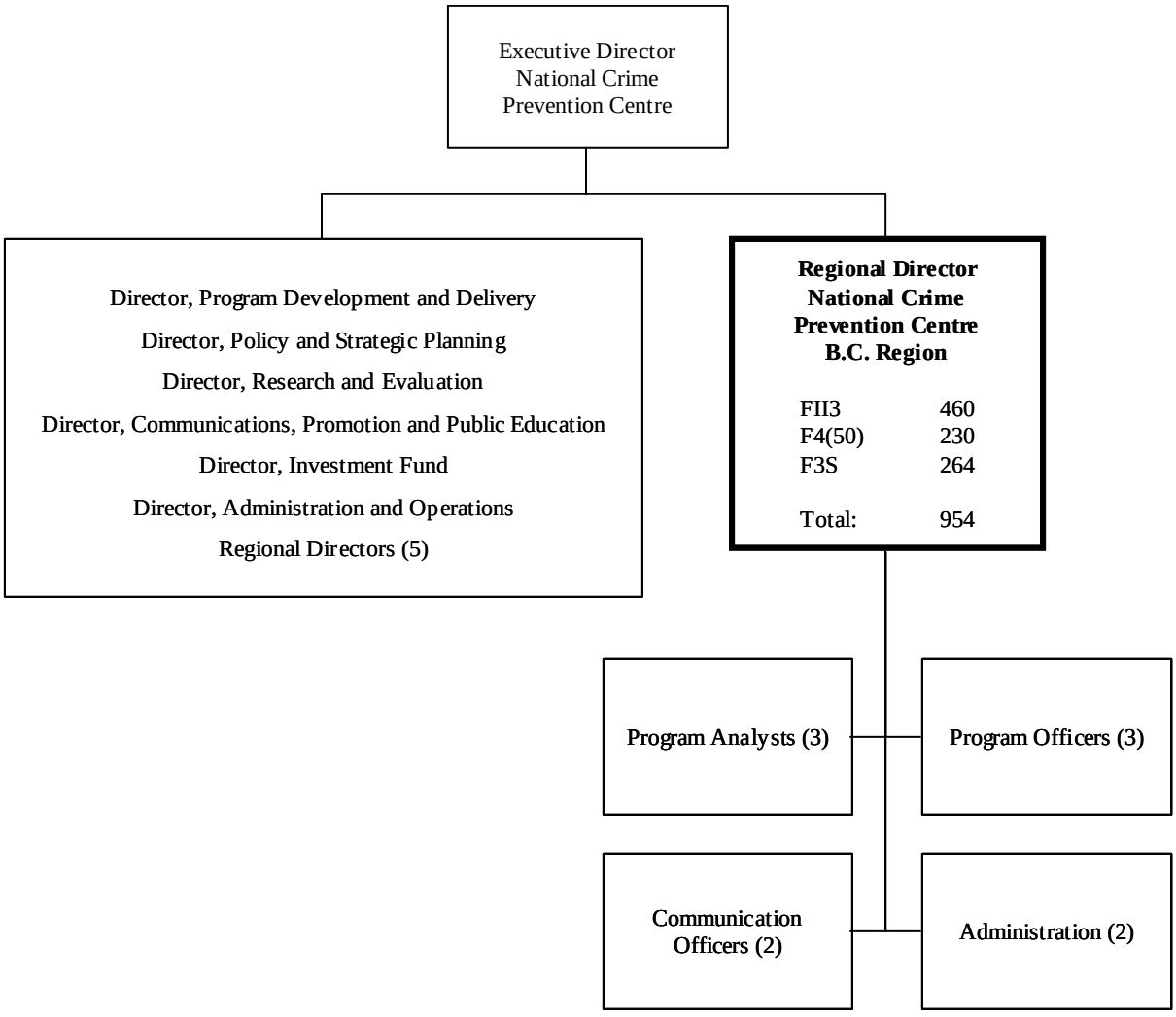
SUMMARY

FII3	460	F4(50)	230	F3S	264	=	954	A1

REGIONAL DIRECTOR

NATIONAL CRIME PREVENTION CENTRE, B.C. REGION

NUMBER: 4 – E – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 10-F-1

POSITION TITLE: Assistant Deputy Minister, Research

GENERAL ACCOUNTABILITY

Is accountable for the strategic direction and leadership of the Department's research programs and activities.

ORGANIZATION STRUCTURE

This is 1 of 12 management positions reporting to the Deputy Minister. The others are Assistant Deputy Minister, Market and Industry Services; Assistant Deputy Minister, Strategic Policy; Assistant Deputy Minister, Farm Financial Programs; Assistant Deputy Minister, Corporate Management; Assistant Deputy Minister, Communications and Consultations; Assistant Deputy Minister, Human Resources; Director General, Audit and Evaluation Branch; Director General, Prairie Farm Rehabilitation Administration, Executive Director, Rural and Cooperatives Secretariat; Executive Director, Portfolio Coordination; Corporate Secretary / Executive Assistant to the Deputy Minister.

Specific functions of the management positions reporting to the Assistant Deputy Minister, Research, are as follows:

Director General, Sustainable Production Systems, (staff of 1,085) is responsible for providing leadership, management and direction to the sustainable production systems national program of scientific research and development.

Director General, Environmental Health, (staff of 751) is responsible for providing leadership, management and direction to the environmental health national program of scientific research and development.

Director General, Bioproducts and Bioprocesses, (staff of 450) is responsible for providing leadership, management and direction to the bioproducts and bioprocesses national program of scientific research and development.

Director General, Food Safety and Quality, (staff of 270) is responsible for providing leadership, management and direction to the food safety and quality national program of scientific research and development.

Director General, Science Secretariat, (staff of 65) is responsible for managing and coordinating planning and priority-setting processes, as well as policy and strategy development for the Research Branch; assessing studies; developing research strategies; and planning and negotiating special R&D initiatives.

Director, Innovation, Commercialization and Intellectual Property Management, (staff of 29) is responsible for developing and implementing strategies and approaches to advance the Department's innovation agenda through an integrated management framework that incorporates diverse scientific, financial, legal and business activities.

NATURE AND SCOPE

The Department's mandate is to promote the development, adaptation and competitiveness of the agriculture and agri-food sector and to assist the sector in maximizing its contribution to Canada's economic, social and environmental objectives through the provision of information, research and technology, and policies and programs that achieve security of the food system, health of the environment and innovation for growth. The agriculture and agri-food portfolio is complex and highly diversified, with responsibility for 37 acts and 6 commissions, agencies and Crown corporations.

The Assistant Deputy Minister, Research, articulates the Branch's strategic vision and establishes, promotes, advocates and expands its philosophical underpinnings for the Department's science-based activities. The incumbent defines the broad operating parameters for the four national research programs: sustainable production systems, environmental health, bioproducts and bioprocesses, and food safety and quality. A major challenge for the Assistant Deputy Minister (ADM) is to identify, adjust and realign the Branch's research focus in response to factors such as the globalization of the agriculture and agri-food sector; biotechnology advances and the use of genetics to modify animal and crop growth and production; the urbanization of traditional farm lands; technology transfer to enhance the economic well-being of the agriculture and agri-food sector; the debate on sustainable agriculture and the implications for the environment; the shifting nature of science and technology and the impact on agricultural and food science research; and public concerns on the impact of agriculture practices on public health.

The ADM establishes frameworks for the development and implementation of research policies, objectives and programs; the development of multi-year strategic business plans and the subsequent resourcing strategies; the allocation of approved resources under Branch business plans and objectives; and the management overview and control of resources and program delivery.

The ADM ensures that strategies and activities are consistent with the Department's agriculture and agri-food agenda and that the government's agriculture and agri-food policies are used to advance Canada's international interests. The incumbent must also meet government objectives for enhanced cooperation and cost-sharing with collegial science-based federal departments and agencies, the provinces, the private sector and academia, while ensuring that Canadian food and agricultural research is seen, both nationally and

internationally, as being uncompromised when faced with commercial, jurisdictional, legislative or other pressures.

A major challenge for the ADM is to ensure that the Branch is fully aware of the trends and developments in food and agricultural research around the world. The incumbent is therefore called upon to establish and enhance relations with top scientists from leading R&D countries, such as the United States, the United Kingdom and France, for the purposes of coordinating research efforts among those countries and establishing agreements for sharing scientific data and knowledge in agricultural and food research. The ADM also ensures that scientific relations are developed with other countries where Canada could benefit from research sharing and cooperation. The ADM influences the focus and direction of other countries' scientific research to serve the interests of Canada and the advancement of scientific knowledge.

The ADM contributes to the formulation of Department policies and strategies to promote the growth and international competitiveness of the Canadian agriculture and agri-food sector. As the authoritative scientific adviser on agriculture and agri-food research, the incumbent is a key contributor to corporate policies and strategies. The ADM must be aware of the diversity and complexity of the agriculture and agri-food sector and of its needs, which are often conflicting, divergent, inconsistent and subject to the vagaries of the marketplace and end-consumer tastes. He or she must reconcile the often competing pressures in the ongoing development and rationalization of the research program.

A major challenge for the ADM is to promote and advance the critical role that research plays in ensuring and enhancing Canada's competitive advantage to all levels of government and to industry, academia and farm organizations and other associations with interests in agriculture and agri-food activities and practices. The incumbent is a member of the Interdepartmental Committee of Scientific ADMs, which provides advice to Cabinet on science policies and priorities.

The ADM consults with senior executives in other departments and agencies on agriculture and agri-food issues, including land resources, energy in agriculture and nutrition and food safety. The incumbent consults university deans and presidents, senior officials of provincial departments and private sector representatives on issues of common interest and concern and on their alleviation through science and technology and in order to clarify and solidify science research relationships and partnerships.

DIMENSIONS (Constant Dollars)

FTEs:	2,650
Operating budget:	$45.3 million

SPECIFIC ACCOUNTABILITIES

1. Applies science research and technology to improve agriculture and agri-food production, food processing, quality, safety and product development and to enhance the national and international growth and competitiveness of the agriculture and agri-food sector.

2. Articulates the Branch's strategic vision and philosophy and establishes the operating parameters that include fostering science research partnerships with the agriculture and agri-food sector on a cost-shared basis and with other levels of government and academia.

3. Ensures that studies, programs and activities support the government's strategic directions and objectives and contribute to the sustainable development of the agriculture and agri-food sector.

4. Manages science research relations, policies and agreements with other leading research countries and with countries engaged in research with potential significance for the Canadian agriculture and agri-food sector.

5. Leads the Department's response to public concerns over food safety and agriculture practices where agriculture and agri-food scientific knowledge can aid in alleviating such concerns.

6. Provides advice to Cabinet on science policies and priorities as a member of the Interdepartmental Committee of Scientific ADMs.

EVALUATION RATIONALE

Assistant Deputy Minister, Research

KNOW-HOW

G Mastery of the interrelationships between government priorities and agendas in natural sciences related to agriculture and agri-food research, including botany, chemistry, biology, physics, zoology, animal sciences, crop sciences, soil sciences, genetics and genomics; in-depth knowledge of agriculture and agri-food industries and economies in Canada and their research needs; and in-depth knowledge of federal, provincial and territorial responsibilities and interests relative to agriculture and agri-food in Canada.

IV Integration of large and highly diversified agriculture and agri-food research activities and of a large and highly dispersed organization by establishing priorities based on funding, industry and producer needs, and government priorities.

3 Successful achievement of objectives hinges on the position's ability to establish and maintain effective interpersonal relations in order to influence decisions and policies that require reconciling divergent interests with senior officials, staff, industry and the domestic and international research communities.

1056 High number reflects the requirement for mastery of government priorities and objectives in the agricultural sector, involving a complex and diverse scientific field, both domestically and internationally.

PROBLEM SOLVING / THINKING

G Thinking within general policies, principles and broad government priorities to direct agricultural research to achieve the Department's objectives and goals through the application of science and technology to the improvement of agricultural production, food processing and production development in Canada.

4 Constructive and evaluative thinking required to maximize the use of resources and to evaluate and analyse the major constraints in the agricultural and food system, the role of science and technology and the implications of globalization for the industries.

(66) 700 Higher percentage recognizes the more complex thinking required to cope with divergent, and at times novel, non-recurring research requiring imaginative approaches.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, is subject to general guidance and is responsible for providing advice and guidance to the Minister and the Deputy Minister on the goals the organization should be striving to achieve and on how the research organization can most effectively support the achievement of those goals. Is subsequently responsible for directing activities toward achievement of objectives.

4P Primary impact on the results of the Department's research program. The proxy chosen is a budget of $45.3 million (constant).

800 Solid mid-range number reflects the position's accountability for setting the vision and program directions for scientific research and development that have an impact on both the domestic and international agriculture and agri-food sectors.

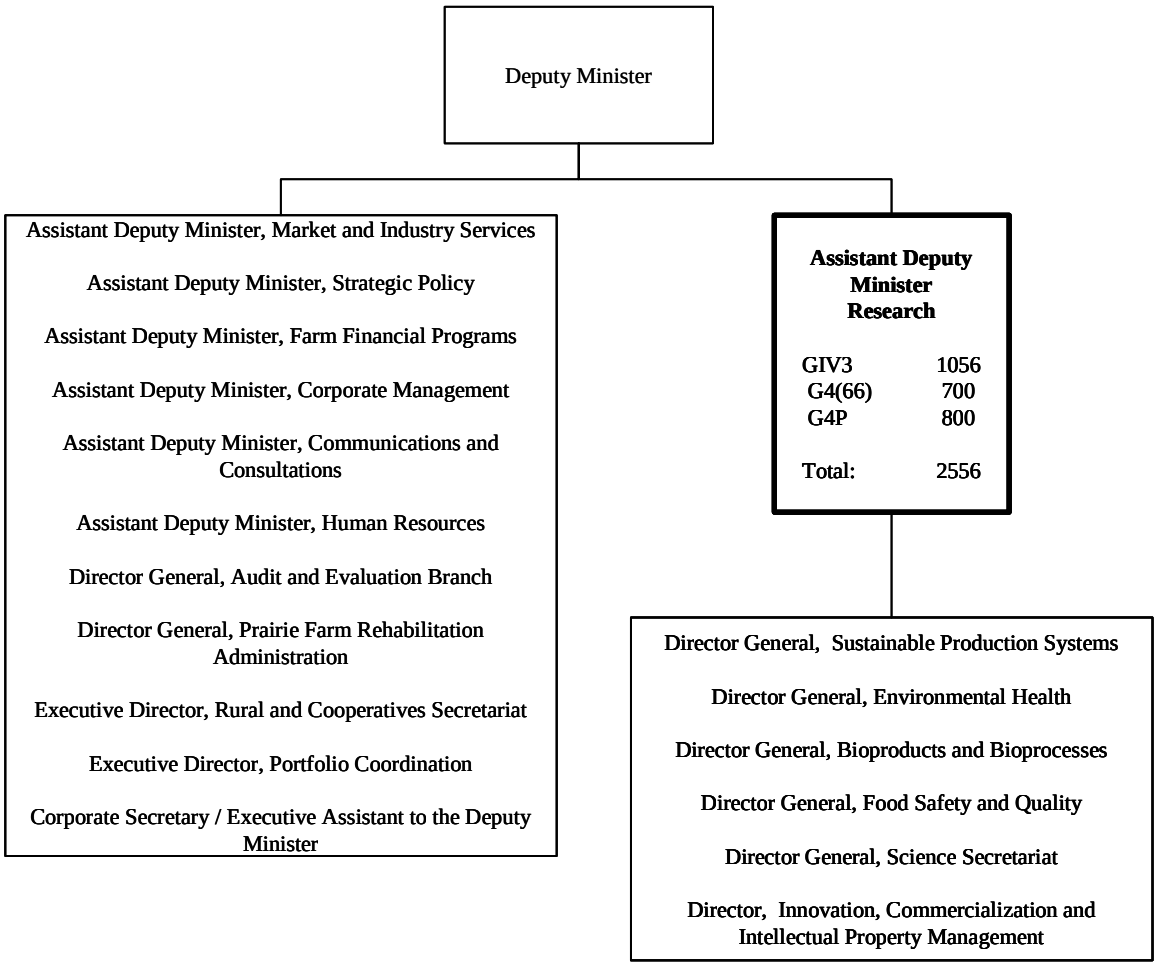
SUMMARY

GIV3	1056	G4(66)	700	G4P	800	=	2556	A1

ASSISTANT DEPUTY MINISTER

RESEARCH

NUMBER: 10 – F – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-F-1

POSITION TITLE: Director General, Bioproducts and Bioprocesses National Science Program

GENERAL ACCOUNTABILITY

Is accountable for providing leadership, management and direction of a national program of scientific research and development (R&D) to ensure optimal return on Canada's investment in scientific knowledge and technology.

ORGANIZATION STRUCTURE

This is one of six positions at the second managerial level reporting to the Assistant Deputy Minister, Research. The others are Director General, Sustainable Production Systems; Director General, Environmental Health; Director General, Food Safety and Quality; Director General, Science Secretariat; and Director, Innovation, Commercialization and Intellectual Property Management.

Specific functions of the positions reporting to the Director General, Bioproducts and Bioprocesses National Science Program, are as follows:

Director, Biobased Products and Processes, (staff of 120) is responsible for providing leadership, management and direction in the development, organization, conduct, monitoring and evaluation of scientific research programs and studies aimed at the discovery and development of specialty, commodity and intermediate chemicals, materials and microbial products.

Director, Genomics, Bioinformatics and other Bioinformation, (staff of 330) is responsible for providing leadership, management and direction in the development, organization, conduct, monitoring and evaluation of scientific research programs and studies aimed at the discovery and development of enabling technologies and knowledge advancements in genomics, proteomics and bioinformatics.

NATURE AND SCOPE

The Department's mandate is to promote the development, adaptation and competitiveness of the agriculture and agri-food sector and to assist the sector in maximizing its contribution to Canada's economic, social and environmental objectives through the provision of information, research and technology, and policies and programs that achieve security of the food system, health of the environment and innovation for growth. The agriculture and agri-food portfolio is

complex and highly diversified, with responsibility for 37 acts and 6 commissions, agencies and Crown corporations.

Departmental research activities are delivered through a network of 19 research centres located across the country. Work at the centres is linked to four national science programs: Environmental Health; Sustainable Production Systems; Bioproducts and Bioprocesses; and Food Safety and Quality. Within this context, the Director General, Bioproducts and Bioprocesses National Science Program, provides leadership to a national multidisciplinary R&D program engaged in developing and implementing strategies, approaches and initiatives to identify, analyse and address a broad range of science issues arising from the Department's national agenda to promote and advance the national interest in the discovery and development of valuable biobased knowledge, technologies, products and processes that will contribute to sustainable development and to the sector's economic viability.

The Director General manages the development of a strategic R&D program framework for bioproducts and bioprocesses science that identifies and addresses issues, priorities and opportunities, as well as operational policies and program strategies and initiatives, to address a broad range of scientific and economic issues related to the role of agriculture in advancing the bioeconomy through the discovery and development of biobased products and processes and the advancement of mission-oriented bioscience research in the emerging fields of genomics, proteomics and bioinformatics. In meeting this challenge, the incumbent must ensure that program objectives and initiatives are integrated into a comprehensive approach to scientific R&D and that the program supports and advances the Department's overall strategic objectives and operational goals. Key challenges include development of the program with little or no traditional constituency; management of a diverse and widely distributed program; strengthening collaboration across the four science programs, interdepartmentally and with the provinces, academia and industry; finding new resources to expand in key areas, such as proteomics, bioprocessing, bioenergy, and livestock genomics; and maintaining capacity and optimizing investment in current priority activities.

The Director General ensures that key departmental research priorities and deliverables in the Bioproducts and Bioprocesses program are articulated effectively. The incumbent plays a critical role in planning the strategic directions of the Department's science programs and participates in the forecasting of resource requirements to adjust programs to meet emerging priorities. The incumbent initiates and promotes identification and analysis of needs and opportunities that will advance the immediate and longer-term national science program objectives and ensures that these needs and the related deliverables are aligned with overall policies supporting the government's and the Department's overarching environmental, social and economic goals.

The Director General ensures that there is effective consultation and collaboration with a broad range of stakeholders on issues relating to bioproducts and bioprocesses science. The incumbent provides departmental leadership in identifying the issues; planning, directing and coordinating the appropriate research activities; and advising senior departmental management on issues and outcomes related to the impact of research initiatives in the area of bioproducts and bioprocesses science.

The Director General develops and implements horizontal approaches and initiatives to establish and maintain linkages across the Department and in collaboration with a broad network of other government departments and a wide range of partners in provincial governments, industry associations and other non-government organizations to articulate and address research issues. The incumbent ensures that other federal departments, provincial and territorial governments, as well as senior representatives of industry and client associations and other communities of interest, are consulted and that their interests and concerns are considered in the design of the research programs. The challenge for the incumbent is to gain acceptance and support for the Department's research programs throughout the Department and from client groups and stakeholders.

The Director General exercises leadership in developing and implementing strategies and approaches in building and sustaining the capacity of the program network to make good use of traditional and new resources, rationalizing business operations and developing and monitoring risk-management plans, controls and reporting mechanisms. The incumbent leads the development and implementation of strategies for and approaches to providing information and work tools to managers and employees in order to enhance the strategic and operational management of activities and issues. The incumbent leads and coordinates the identification of initiatives and opportunities that optimize program resources and offer the best chances of success. The incumbent sits on a review panel that recommends the allocation of a government-industry matching funds R&D program to address program priorities.

The Director General is in frequent contact with senior departmental managers to discuss and address issues related to the development of the Bioproducts and Bioprocesses National Science Program's management policies and strategies. The incumbent is also in contact with senior officials of provincial and territorial governments to represent the Department's interests with respect to the development and delivery of the bioproducts and bioprocesses research program. The incumbent also represents the Department at regular meetings with representatives of universities, foreign governments (e.g. United States Department of Agriculture officials), international organizations, industry associations and other communities of interest to explain the Department's research priorities and programs.

DIMENSIONS (Constant Dollars)

FTEs:	450
Operating budget:	$7.1 million

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership for initiating and promoting the identification and analysis of needs and opportunities that will advance the immediate and longer-term science program objectives.

2. Articulates and aligns science program priorities and resource requirements with departmental strategic objectives and prioritizes and recommends resource allocations. Ensures that science program objectives are in line with the broader departmental and portfolio agenda.

3. Establishes and maintains functional networks of integrated, interdisciplinary national research teams. Ensures that projects that fall under the Bioproducts and Bioprocesses National Science Program themes are appropriate and relevant, and adjusts those projects as needed.

4. Collaborates with the leaders of the other national science programs to ensure that the science programs are integrated. Leads discussions and negotiations with communities of clients and science partners nationally and internationally to identify, prioritize and address research initiatives and to engage them, when appropriate, in collaborative scientific projects and other cooperative activities.

5. Provides expert science advice to the Minister and senior officials of the Department and other science-based departments and agencies.

6. Identifies and pursues opportunities to address interdepartmental horizontal issues and innovative cooperative initiatives with other science-based departments and agencies to advance the government’s socio-economic and environmental agenda.

7. Contributes, as a member of the Research Management Committee, to ensuring the relevance of science and soundness of science investments.

EVALUATION RATIONALE

Director General, Bioproducts and Bioprocesses National Science Program

KNOW-HOW

G Mastery of the interrelationships between a broad range of natural and applied sciences involved in agriculture science, including chemistry, biology, botany, animal, crop and soil sciences; in-depth professional knowledge of the policies, principles and practices governing research in the federal government; in-depth professional knowledge of the state of domestic and international knowledge and technology in the agriculture and agri-food sciences; professional knowledge of management practices, intellectual property rights, contracting, human resources, and financial and materiel management regulations and practices in the federal government; and sound knowledge of Canada's domestic and international markets for agriculture and agri-food.

III Conceptual and operational management of the activities of a large, diverse and highly decentralized segment of the overall research organization, which works largely in partnership with other domestic and international research organizations to identify priority areas for research efforts and to coordinate research initiatives and activities with other research organizations in the Department and with outside scientific organizations, including foreign governments.

3 Successful achievement of objectives hinges upon the position's ability to establish and maintain cooperative relations with industry and foreign government executives and to negotiate funding in support of research or collaboration in the conduct of research and the sharing of information. Successful achievement of objectives also requires strong communications and interpersonal relations skills to direct and motivate staff.

800 High number recognizes near exceptional mastery in specialized fields of science, coupled with the need for strong management coordination in order to ensure coherent scientific research and direction for an important and rapidly evolving scientific field.

PROBLEM SOLVING / THINKING

F Thinking within the broad policies and objectives of the Department and of the Research Branch to identify needs and deliver research programs that contribute to enhancing Canadian agriculture and agri-food industries (e.g. identification of mechanisms to reduce or eliminate the negative impacts of natural phenomena on agricultural production).

4 A high degree of analytical thinking to recognize and develop strategies to mitigate and reduce the impact of natural phenomena on agricultural production, enhance the attributes and resilience of agricultural products and enhance the overall efficiency of agricultural and agri-food production and processing systems.

(57) 460 Higher percentage recognizes the creative scientific and technological thinking environment, the novel and non-recurring research issues encountered and the challenge of integrating and reconciling strategic and pragmatic issues in the development of research plans and strategies.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Research Branch, the position is subject to broadly defined functional policies, goals and objectives in assessing and determining the research priorities and directing and managing research activities of greatest relevance and with the greatest potential to maintain and enhance the success of Canada's agricultural and agri-food industry and its competitive position in world markets.

3P The position has primary impact on the science policies and program research and initiatives. The proxy selected to represent these activities is a budget of $7.1 million (constant).

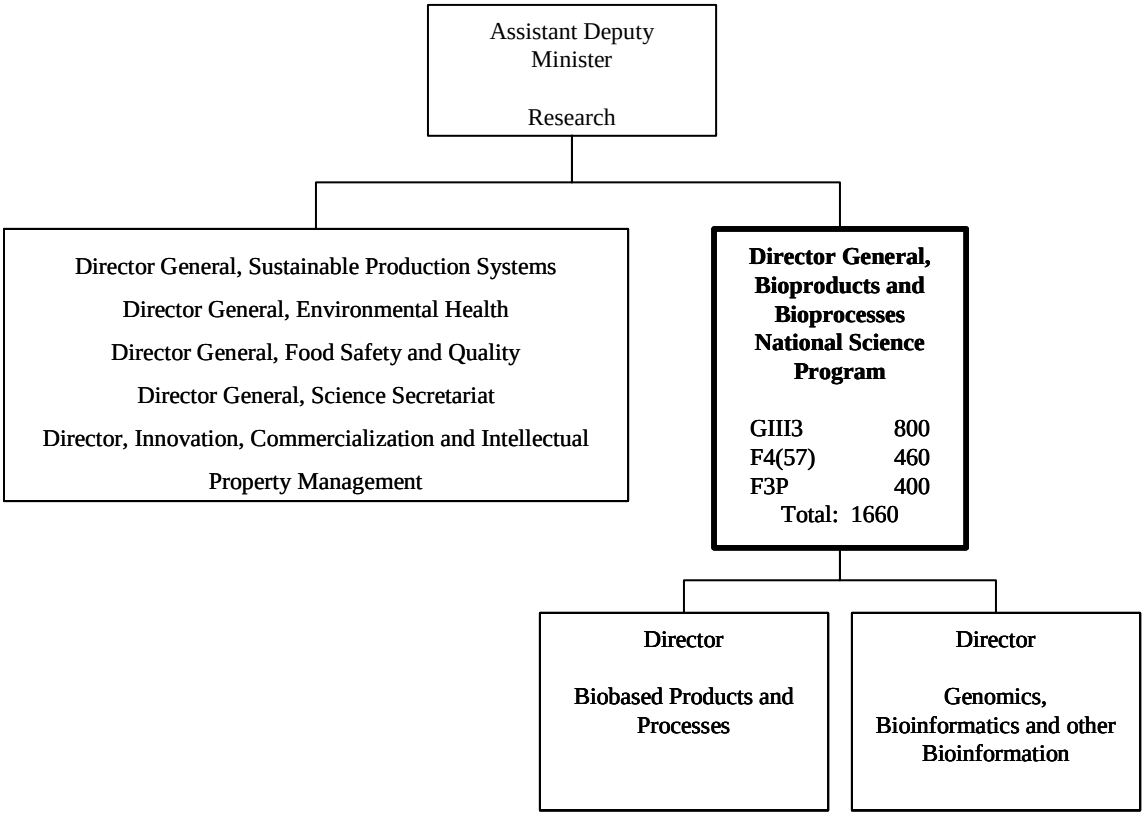
400 Mid-range number reflects the level of decision-making authority that the position has within a professional field of endeavour under the guidance of a supervisory position that is within the same line of business, the size of the budget and the leadership role for a national program of scientific R&D.

SUMMARY

GIII3	800	F4(57)	460	F3P	400	=	1660	P1

DIRECTOR GENERAL
BIOPRODUCTS AND BIOPROCESSES
NATURAL SCIENCE PROGRAM

NUMBER: 8 – F – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-F-1

POSITION TITLE: Director General, Northern Forestry Centre

GENERAL ACCOUNTABILITY

Is accountable for providing research leadership for national initiatives and promoting sustainable forest management to enhance the Region's capacity to contribute to the sustainable development of Canada's forests and enhance the international competitiveness of the forest sector through science-based information.

ORGANIZATION STRUCTURE

This is 1 of 11 positions at the second managerial level reporting to the Assistant Deputy Minister, Canadian Forest Service (CFS). The others are Director General, Policy Planning and International Affairs; Director General, Science Branch; Director General, Industry, Economics and Programs Branch; the Directors General of Regional Forestry Centres (Pacific, Great Lakes, Laurentian, and Atlantic); Director, Management Services; Director, Communications and Executive Services; and the Manager, CFS Human Resources Unit.

The specific functions of the positions reporting to the Director General, Northern Forestry Centre, are as follows:

Director, Socio-economics, Systems and National Programs Division, (staff of 85) is responsible for managing and delivering program research and technology transfer activities; managing the operational planning and budgeting process; reporting on corporate initiatives; and managing the national and regional operational forestry programs in the regions.

Director, Forest Biology Research Division, (staff of 77) is responsible for directing and delivering research activities and managing the fire behaviour and fire environment research program components of the Climate Change and Fire Research Network.

Manager, Scientific and Technical Support Programs, (staff of 32) is responsible for delivering a complete range of financial, administrative, material management, informatics, facility management, and health and safety services; and managing the scientific support activities of the analytical laboratory, research greenhouses, scientific editing and publishing, the library and publications distribution service units.

Human Resources Manager (staff of 5) is responsible for managing the full range of human resources management services.

Science Programs Advisor (staff of 1) is responsible for providing advice on and analysis and coordination of the Centre's scientific and client activities to the overall research program; and directing and coordinating the science planning functions.

NATURE AND SCOPE

The Department is engaged in the management of major policy, scientific and technical research and development, and industry support programs of national and international consequence with respect to Canada's land mass, energy, forestry, mines and mineral sectors of the economy. The Department is engaged in advancing sustainable development and the responsible use of Canada's mineral, energy and forest resources.

The Canadian Forestry Service research and development program is delivered and coordinated through five networks, with each Forestry Centre playing a lead role with respect to one network. The Director General, Northern Forestry Centre, provides national leadership for the Climate Change and Fire Research Network.

In this context, the Director General provides strategic leadership for a national research program to identify barriers to and opportunities for adapting forests and forestry to climate change, including the development of methods to better fireproof forests and forestry, the selection of tree species that can cope with new conditions, and the improvement of plantation design. The incumbent also provides conceptual management and leadership of research into ways to mitigate the effects of climate change, such as carbon sequestration and the innovative use of wood products to offset fossil fuel consumption.

In addition to leading a specific network, each Centre contributes to the research activities and program delivery of other networks. The Director General manages the provision of strategic and operational input into the achievement of the target outcomes of the Forest Ecosystems Processes Network, the Enhanced Timber Production and Protection Network, the Forest Health and Biodiversity Network, and the Knowledge and Information Synthesis Network.

The Director General plans, implements and evaluates the delivery of a broad spectrum of CFS programs relative to priority-setting decisions, while maintaining science and technology network goals. The incumbent positions and increases the relevance of CFS research by establishing and nurturing networks and contacts with CFS clients, stakeholders and other government agencies and securing their support for CFS commitments to sustainable development, science and technology, and research and development. The incumbent champions corporate initiatives on sustainable development by advocating and leading

participation from regional stakeholders. The incumbent also plays a critical role in the three Regional Councils' rural and economic partnership initiatives.

The Director General plays a leadership role with regard to national program delivery and regional issues. The incumbent provides regional leadership in the delivery of three Model Forest Programs in Alberta, Saskatchewan and Manitoba to support program objectives related to the development and management of sustainable forest management systems and tools, knowledge transfer, strengthening model forest network activities and increasing opportunities for local participation in sustainable forest management. The incumbent also provides regional leadership for other key programs (such as the First Nations Forestry Program and Canada Wood) and supports the achievement of the Department's strategic resource management programs and research objectives.

The Director General oversees regional input into and participation in the development of a national implementation strategy in the context of the Kyoto Protocol. The incumbent also manages the preparation of forestry project proposals to meet Canada's Kyoto targets, through the Climate Change and Fire Research Network, and liaises with Alberta Lands and Forests, Saskatchewan Environment and Resources Management Ecosystems Branch, Manitoba Forestry Branch, Government of Northwest Territories Renewable Resources Branch and industry to support the Protocol and its implementation.

The Director General manages the development and implementation of cooperative research and program delivery opportunities with a wide range of partners and stakeholders, including environmental organizations, native groups, industry, educational and research institutions, all levels of government, community-based associations, recreationists and landowners. The incumbent manages the development and implementation of memoranda of understanding (MOUs) with research agencies and academia, such as research-related MOUs with the University of Alberta, the Prairie Farm Rehabilitation Administration, the Saskatchewan Environment and Resources Management Department, Saskatchewan Agriculture, the Government of the Northwest Territories, Manitoba Resources Branch and the Forest Research Institute of Canada (FERIC). The incumbent represents the CFS on a variety of committees, such as FERIC's Silviculture and Management Working Groups and the Wildland Fire Centre at Hinton.

The Director General advises the Assistant Deputy Minister and Deputy Minister on forestry matters and ensures collaborative regional input into items such as Question Period cards, ministerial correspondence, briefing material and books and weekly reports to the Deputy Minister. The incumbent provides regional input into the preparation of the annual report to Parliament on the state of Canada's forests and the implementation of the Federal and Canadian Council of Forestry Ministries action plan in response to the National Forest Strategy and the Canada Forest Accord.

DIMENSIONS (Constant Dollars)

FTEs:	202
Operating budget:	$2.7 million
Grants and contributions:	$450,000

SPECIFIC ACCOUNTABILITIES

1. Provides national leadership and coordination to the Climate Change and Fire Research Network and manages the Northern Forestry Centre's contribution to the research activities of other networks.

2. Represents and champions national and regional issues at the Alberta, Saskatchewan and Manitoba Federal Councils; advocates and leads participation from regional stakeholders; and meets with senior officials of key forest industries to seek and exploit research and other opportunities of mutual interest.

3. Directs the Northern Forestry Centre and plans, implements and evaluates regional delivery of a broad spectrum of CFS programs.

4. Develops cooperative research opportunities with research agencies and academia to support sustainable development and enhance international competitiveness of the forest sector.

5. Negotiates partnerships and represents the Department with the governments of Alberta, Saskatchewan, Manitoba and the Northwest Territories, with other government departments, industry, universities, other governments and other interest groups; manages the provision of regional development assistance; and chairs and sits on a variety of committees.

6. Provides leadership in the delivery of three Model Forest Programs and other regional model forests through a collaborative arrangement with headquarters, and in the delivery and enhancement of the First Nations Forestry Program in Alberta, Saskatchewan, Manitoba and the Northwest Territories.

7. Advises the Assistant Deputy Minister and the Deputy Minister on forestry matters and ensures collaborative regional input into a variety of corporate briefing and information requirements.

EVALUATION RATIONALE

Director General, Northern Forestry Centre

KNOW-HOW

G Mastery of forestry research policies and practices and associated sciences, related research techniques and methodologies, and scientific and technological trends and developments, as well as the unique social, economic and environmental issues impacting forestry and the management of sustainable forest development in the provinces and territories.

III Conceptual coordination of the Climate Change and Fire Research Network and critical support to the other four national science and technology networks. Conceptual and operational management of research and technology transfer activities, and national and regional operational forestry programs in the provinces, including the First Nations Forestry Program and the Model Forest Program; and management of complex agreements and the provision of regional development assistance.

3 Critical level required to manage a large staff and to provide leadership in the Region with respect to sustainable development issues, the negotiation of research-related MOUs, partnerships and other agreements with industry, the provinces, territories and universities.

700 Mid-range number reflects solid mastery in forestry and related fields and the management expertise required to manage a number of national and regional programs.

PROBLEM SOLVING / THINKING

F Thinking within general policies and guidelines to identify and address scientific, technological and management issues related to research and technology transfer and other forestry programs, both nationally and in the Region.

4 Analytical, interpretative and constructive thinking to develop innovative approaches to engage the Department, the provincial and territorial governments, and industry in addressing national and regional forestry issues and to find solutions to broad horizontal issues, such as climate change and sustainable forest resources, industry and communities.

(57) 400 Higher percentage is indicative of the nebulous nature of the national programs managed and the thinking needed for developing fresh approaches to advance sustainable forestry development through leading-edge research, and negotiating complex agreements and partnerships that support government policies, goals, community interests and industry's needs.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Canadian Forest Service, is broadly subject to functional policies and objectives in the leadership and management of a number of diverse national and regional research programs, including the negotiation and management of complex agreements and the provision of regional development assistance.

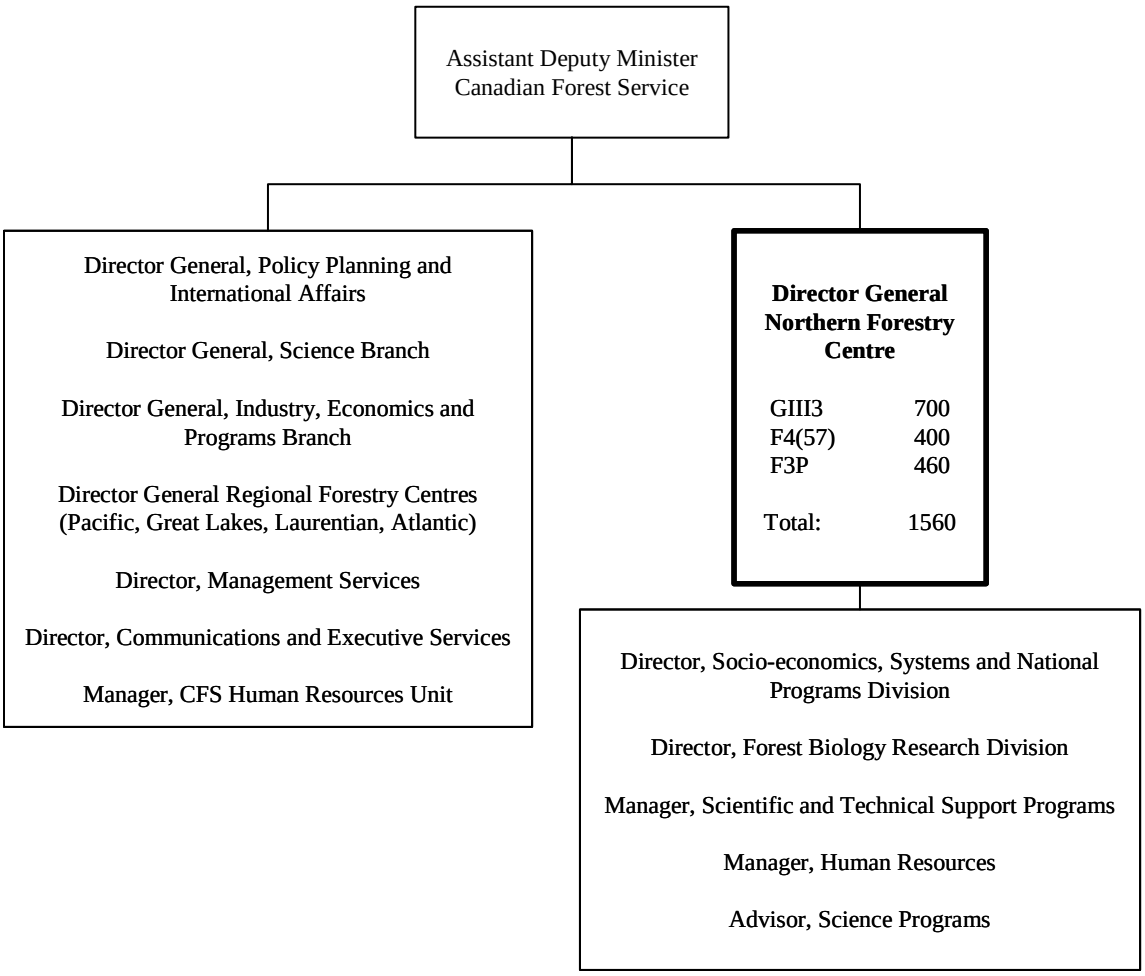
3P Primary impact on the research activities of the Northern Forest Centre as represented by an annual budget of $2.7 million (constant).

460 Highest number reflects the degree of autonomy in selecting and directing research activities in the Region, the freedom to act in managing and coordinating national network activities that impact on the operations and budgets of the other four research centres, and the impact of negotiated funding agreements, grants and contributions on partnered organizations.

SUMMARY

GIII3	700	F4(57)	400	F3P	460	=	1560	A1

DIRECTOR GENERAL
NORTHERN FORESTRY CENTRE
NUMBER: 7 – F – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-F-1

POSITION TITLE: Regional Director, Geological Survey of Canada (GSC) - Quebec

GENERAL ACCOUNTABILITY

Is accountable for managing the oversight of civil aviation in the Atlantic Region.

ORGANIZATION STRUCTURE

The position is one of four at the third managerial level reporting to the Director General, Sedimentary and Marine Geoscience Branch. The others are Regional Director, GSC-Calgary; Director, Terrain Sciences Division; and Regional Director, GSC-Atlantic.

Specific functions of the positions reporting to the Regional Director, GSC – Quebec, are as follows:

Scientific Coordinator (staff of 28) is responsible for coordinating and managing the components of the GSC's scientific program, and for ensuring their integration into that program as they relate to geo-resources, hydrology, environmental geoscience and geo-information; planning scientific projects and managing and delivering the products of those projects; and managing the GSC's scientific staff.

Chief Hydrogeologist is responsible for providing leadership and developing linkages and partnerships with provincial, national and international hydrogeological agencies and with experts from industry, universities and government in order to define, develop and implement the GSC's national hydrogeology program.

Science Planning Officer is responsible for providing scientific assistance to the Director and to the Scientific Coordinator in the management and planning of the Division's human, material and financial resources and in the operation of the scientific program; assisting the scientists in the management of their projects; and coordinating communication and outreach activities within the GSC in order to promote the visibility of the QGC and coordinate the production of general information outputs.

NATURE AND SCOPE

The Department manages major policy, scientific and technical research and development, as well as industry support programs of national and international consequence, with respect to Canada's land mass and the energy, forestry, mines and minerals sectors of the economy. The Department advances sustainable development and the responsible use of Canada's mineral, energy and forest resources.

The GSC undertakes and manages geoscientific studies and research programs on the surface taxonomy and geological composition of Canada in support of sustainable resource development and earth processes to increase the understanding of earth-surface processes related to environmental issues, such as ground water dynamics and delineation, geological hazards, environmental geochemistry and climate change-driven earth processes.

It is in this context that the Director develops, implements and assesses scientific and technology programs required to develop and maintain GSC-Quebec as a recognized national centre of expertise and research in hydrogeology and its impact on and adaptation to climate change. The incumbent manages the federal role in the delivery of scientific research results from the QGC, which operates as a partnership with the INRS.

The Director supplies earth science assessments of and technology solutions for key socio-economic problems by designing, planning and managing geoscience surveys, and mineral and environmental studies in eastern Canada in order to support Sector programs and priorities. The Director also provides national leadership and coordination for Sector hydrogeology program activities.

The Director resolves frequent and complex problems of concept and priority on the basis of a detailed geological project being carried out worldwide. The incumbent liaises with senior scientific and administrative officials in the federal government, foreign scientific agencies, provincial governments, private companies, Crown corporations and universities; and manages the Centre's contribution to and participation in national and international research with global implications. This liaison results in joint programs with other agencies, transfer of technology and scientific ideas, and extensive interaction between the Division's staff and staff from other agencies. The Director also establishes and maintains a strong issue-driven regional geoscience network in Quebec with the INRS and other regional geoscience stakeholders in order to contribute to a vibrant regional knowledge base.

The Director plans, directs, coordinates and leads the scientific activities in field and laboratory programs that deal with all aspects of bedrock and surficial geology in eastern Canada, its resource potential—whether it be metals, hydrocarbons or groundwater—the environment and geological processes

(environmental geochemistry, geo-hazards, coastal erosion, landslides and permafrost). The incumbent contributes to the training of highly qualified personnel through the joint INRS / Université Laval graduate program in earth sciences, increases links with other universities and fosters student participation in research projects.

The Director plans research objectives; sets goals and priorities; assesses the effectiveness of programs and plans; and coordinates the preparation of reports and evaluates them and other information resulting from Division programs for release to the federal government, other governments, the scientific community, industry and the general public. A key challenge for the Director is to ensure cohesion in relation to the established priorities, the identification of critical issues, the expected results, the capture and recording of information and data, and the production and dissemination of relevant reports.

The Director sits on the GSC Management Committee and the Sector Program Committee, which set the short- and long-term program and research objectives for the Sector. The Director is a member of the federal/provincial liaison committee with Quebec, co-chair of several committees, such as the Technical Advisory Committee, and also serves on review panels, such as the Researchers Promotion Committee.

DIMENSIONS (Constant Dollars)

FTEs:	37
Operating budget:	$723,000

SPECIFIC ACCOUNTABILITIES

1. Contributes to the planning of the GSC's and the Sector's scientific program as a member of the GSC Management Committee and the Sector Program Committee, and as the principal advisor to the Director General on geoscience research in Quebec and Newfoundland and on the GSC's national hydrogeology program.

2. Provides professional and managerial leadership for the Division's scientific activities by liaising and cooperating with other federal and provincial government agencies, industry, and research and educational institutions in the broad fields of geology and hydrogeology and related matters of common interest.

3. Ensures that high standards in professional and technical qualifications are maintained by managing the review and evaluation of scientific reports, projects and proposals prepared by Division staff.

4. Ensures the maintenance of high standards of professional and technical competence by managing the review and evaluation of scientific reports, projects and proposals prepared in the Division.

5. Manages the activities of all sections to ensure that there is appropriate involvement in multidisciplinary projects and in projects with other Divisions and agencies by establishing the required administrative procedures, and planning and managing the fiscal and personnel requirements.

6. Establishes and ensures a strong issue-driven regional geoscience network in Quebec, in collaboration with the INRS and with other regional geoscience stakeholders. Contributes to the training of highly qualified personnel through the joint INRS / Université Laval graduate program in earth sciences; increases links with other universities; fosters student participation in research projects; and participates in the coordination of activities, planning of programs and management of shared facilities with the INRS.

EVALUATION RATIONALE

Regional Director, Geological Survey of Canada (GSC) - Quebec

KNOW-HOW

G Mastery of geoscience research principles and theories to lead and manage research projects and studies in all aspects of bedrock and surficial geology in eastern Canada and in hygrogeology science at the national level; in-depth professional knowledge of research related to issues such as ground water dynamics and delineation, geological hazards, environmental geochemistry, climate change and the interrelationship of these diverse fields and their impact on sustainable development, environmental protection and technology innovation; and extensive knowledge of management practices and regional research programs and priorities.

II Operational management and coordination of scientific research activities and programs required to develop and maintain the GSC as a national centre of expertise and the focal point for research in hydrogeology.

3 Successful achievement of objectives requires motivating research staff, initiating extensive ongoing liaison with senior scientific and administrative officials in the federal government, provincial governments, foreign scientific agencies, private companies, Crown corporations and universities, particularly with the INRS.

608 High number reflects mastery of scientific knowledge and know-how regarding earth sciences and the degree of management expertise and communication skills required to manage research projects and programs on regional and national levels.

PROBLEM SOLVING / THINKING

F Thinking is done within broad departmental and regional objectives to advance geoscience knowledge in support of environmental stewardship and the sustainable development of mineral, energy and water resources; and to foster a greater understanding of climate change and material hazards processes.

4 Creative analytical thinking is required to reconcile scientific factors related to current issues and the changing policies, plans and programs of other Canadian agencies with the availability of qualified resources, funds and facilities.

(50) 304 The solid percentage recognizes the degree of interpretative, analytical and evaluative thought required in developing and managing research programs.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Director General, Sedimentary and Marine Geoscience, located in Ottawa, is accountable for the operation of several laboratory facilities and their assets, as well as for the development and management of research projects and studies.

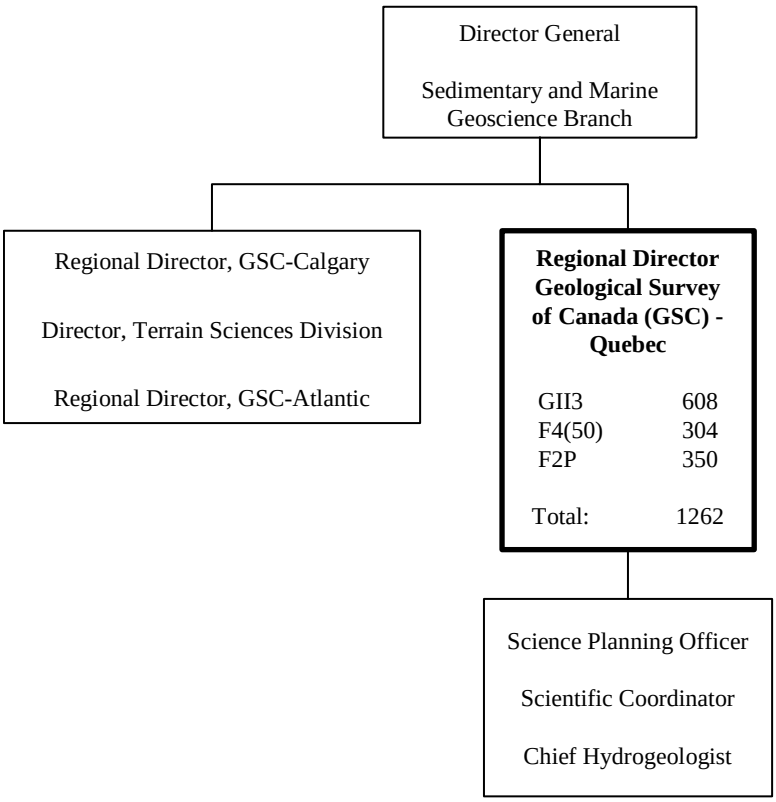
2P The position has a primary impact on the program activities in the Region. The proxy selected to represent these programs is an annual operating budget of $723,000 (constant).

350 The higher number reflects the size of the budget and the fact that the position receives direction from a senior executive located outside the Region.

SUMMARY

GII3	608	F4(50)	304	F2P	350	=	1262	A1

REGIONAL DIRECTOR
GEOLOGICAL SURVEY OF CANADA (GSC) - QUEBEC
NUMBER: 6-F-1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-F-1

POSITION TITLE: Manager, St. Lawrence Centre

GENERAL ACCOUNTABILITY

Is responsible for managing the planning and delivery of the Centre's scientific programs and, more specifically, research and development aimed at protecting, conserving and restoring the St. Lawrence ecosystem.

ORGANIZATION STRUCTURE

This is one of seven positions at the third hierarchical management level reporting to the Regional Director, Environmental Conservation. The others are as follows: Migratory Birds Manager with the Canadian Wildlife Service; Regional Habitat Manager; Regional Integrated Programs Manager; Environmental and Northern Assessment Manager; Wildlife Law Enforcement Manager; and Regional Program Planning and Coordination Advisor.

The specific duties of positions reporting to the St. Lawrence Centre Manager are as follows:

Scientific Advisor is responsible for disseminating the scientific expertise acquired and developed by the Centre and for liaising with other departmental research units, other federal and provincial departments, the private sector, non-governmental organizations and specialized stakeholders in order to promote collaboration and the integrated management of resources and to apply a comparative analysis of the knowledge of the management and status of the world's great rivers.

Chief, Technical and Scientific Services Section, (staff of 27) is responsible for providing scientific and technical expertise in the area of chemical and physical analyses in support of the Centre's regional and national programs, as well as the various regional and departmental branches.

Chief, St. Lawrence Status Section, (staff of 13) is responsible for updating knowledge of the River and gathering, validating, summarizing and transmitting this information with the help of various tools; providing strategic information on the characterization and evolution of wetlands, bank erosion, sediment transport and the behaviour of water masses; developing and implementing a comprehensive program for dissemination of the information generated by the Centre via reports, the Internet site and national and international seminars.

Chief, Fluvial Ecosystem Research, (staff of 17) is responsible for leading research on the dynamics and structure of fluvial ecosystems, aquatic biodiversity, wetlands, exotic species, the health of fish and other organisms, contamination of biological organisms, fluvial ecotoxicology, water geochemistry and sediment in order to understand the effects and reduce the effect of human activity on fluvial ecosystems.

NATURE AND SCOPE

The Department's mandate is to conserve and improve the quality of the natural environment, in particular, water, air and soil; to preserve Canada's renewable resources, notably migratory birds, and wild flora and fauna in general; to conserve and protect Canadian water resources; to provide meteorological services; to coordinate federal environmental plans and programs; and to ensure compliance with regulations established by the International Joint Commission, a bilateral organization with a mission to prevent and resolve differences between Canada and the United States with respect to the use of waters shared by the two countries.

It is in this context that the Manager of the St. Lawrence Centre manages strategic planning, the organization itself, the implementation and management of various scientific programs and, more specifically, research and development on the St. Lawrence. The incumbent provides a scientific contribution to the St. Lawrence Action Plan, a federal-provincial environmental initiative aimed at protecting, conserving and restoring the St. Lawrence ecosystem. The Action Plan has industrial, urban and agricultural components and deals with biodiversity, navigation, health, and community involvement.

The Manager is responsible for developing an accountability, monitoring and management framework for program implementation and administration and ensuring the integrity of the processes aimed at controlling the use of the money allocated to the services. The incumbent directs many scientific research projects, including those involving research on the impact of water level variations on the ecosystem, on potential climate change and on the regulation of water levels in the Great Lakes; research on contamination sources and the movement of this contamination through the ecosystem; and research on the introduction of exotic species.

The Manager makes recommendations to government partners and to non-governmental organizations, riverside communities, scientific associations and others. The Centre is particularly involved in knowledge sharing and technology transfer, and every year it receives delegations of scientists from countries, such as China, Japan, Russia and Ukraine. The Manager must facilitate the establishment of effective working relationships and promote partnerships with these scientists. During these visits and consultations, the incumbent must consider the participants' political, economic, social and cultural backgrounds in order to properly understand the importance of the challenges facing them.

The Manager establishes and directs a senior-level consultation process with various national and international stakeholders. This network includes universities, the private sector, various levels of government and others. The incumbent also represents the Department, the federal government and Canada at various meetings, committees and seminars. The Manager is a member of the Council of Great Lakes and St. Lawrence Research Managers, and the International Joint Commission.

The Manager leads work teams and is involved in many missions abroad and in networking activities with provincial governments, businesses and other federal departments. The Manager also represents the Region on a number of committees, forums and working groups.

DIMENSIONS (Constant Dollars)

FTEs:	65
Operating budget:	$877,000

SPECIFIC RESPONSIBILITIES

1. Is responsible for the design, planning, organizing and management of scientific research programs and, more specifically, for research and development aimed at protecting, conserving and restoring the St. Lawrence ecosystem.

2. Directs the development and implementation of an accountability framework for program management and administration, and the development of various processes to identify new issues and control allocated funds.

3. Establishes and directs a senior-level consultation process with various national and international stakeholders and is a member of various networks and organizations.

4. Represents the Department, the federal government and Canada and participates in official sessions, committees and working groups to establish links with partners and stakeholders.

5. Provides expert advice to senior management on trends and issues that could require their involvement and prepares briefing notes, assessments and policy statements, innovative approaches, strategies and recommendations.

EVALUATION RATIONALE

Manager, St. Lawrence Centre

KNOW-HOW

F Professional knowledge of the theories, principles, methodologies, practices and techniques associated with several scientific and technical fields in the area of biological, chemical and physical sciences associated with research on the environment; professional knowledge of the policies, practices and processes for advanced scientific data gathering and dissemination; and in-depth knowledge of the operating priorities, positions and expectations of all client, stakeholder and partner organizations.

II Directs and manages the research programs and activities of the St. Lawrence Centre, an internationally recognized centre of scientific excellence.

3 Successful achievement of objectives requires informed decision making based on a high level of consultation and advocacy in presenting scientific findings and in advising local communities; interest groups; associations; municipal, provincial and foreign governments; private, public and non-government sector organizations; and domestic and international science, research and academic organizations.

460 The high number reflects the depth and breadth of specialized knowledge required of environmental science and of the management of related activities in these fields; the provision of regional leadership in optimizing the formulation of integrated strategic and operational agendas and plans; the management of research and technology transfer activities; and the provision of development assistance with outside organizations.

PROBLEM SOLVING / THINKING

E Thinking is done within general operational parameters and frameworks established with senior managers and in scientific areas.

4 Evaluative and analytical thinking required in assessing priorities, new research requirements, efficiency of programs and resource allocation where there is limited authoritative environmental scientific precedent or experience at either the domestic or international level.

(50) High percentage is consistent with the thinking challenge inherent in

230 managing the conduct of applied research.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Regional Director General, who provides general direction, the incumbent is accountable for the management, administration and monitoring of scientific environmental programs and initiatives in the Region.

2P The position has a primary impact on a regional program. The proxy selected to represent this program is a budget of $877,000 (constant).

230 High number is consistent with the degree of participation in the development and implementation of projects requiring senior management approval and the size of the proxy selected.

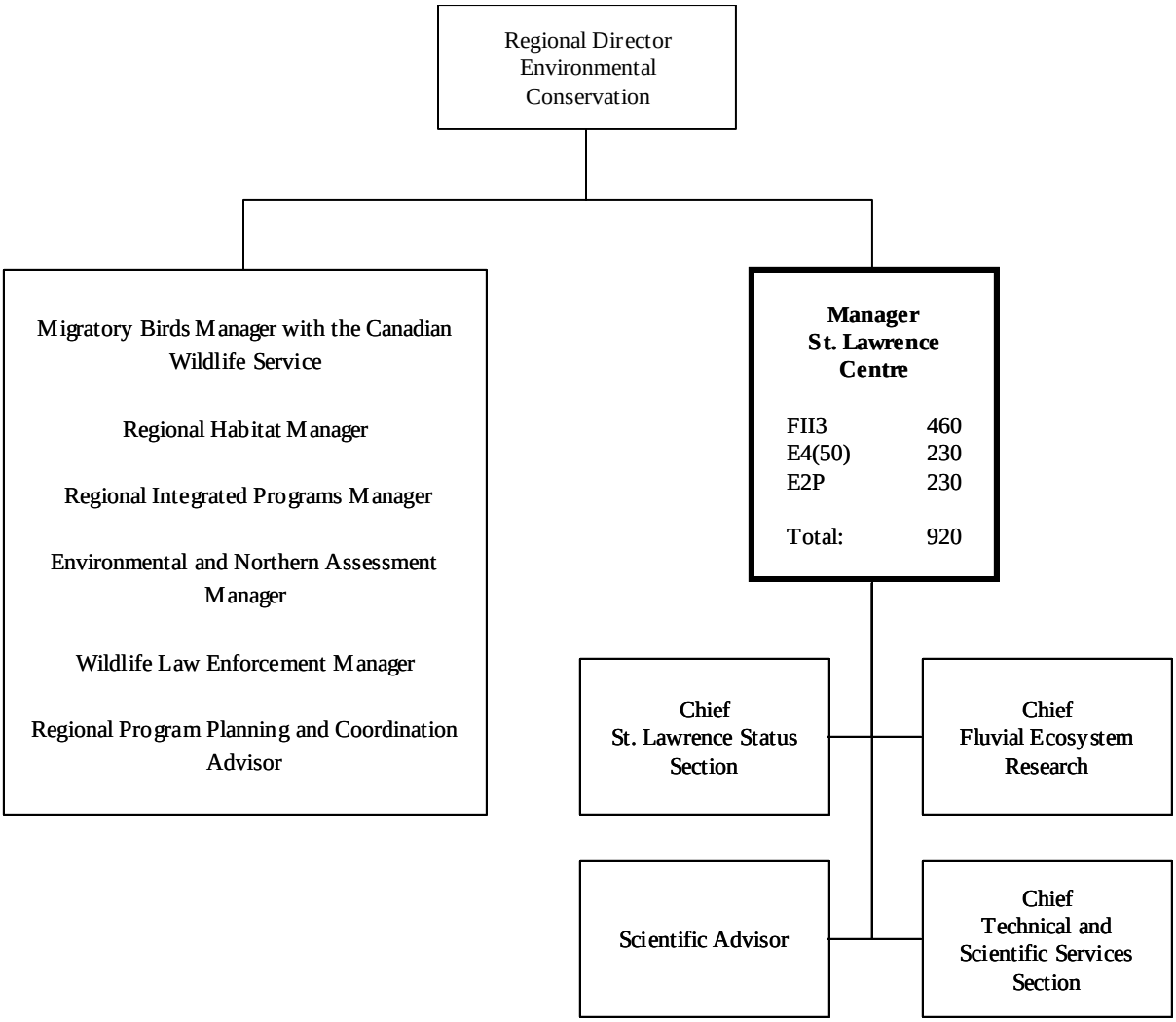
SUMMARY

FII3	460	E4(50)	230	E2P	230	=	920	0

MANAGER

ST. LAWRENCE CENTRE

NUMBER: 4 – F – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-G-1

POSITION TITLE: Executive Director, Modern Comptrollership Initiative

GENERAL ACCOUNTABILITY

Is accountable for providing strategic corporate leadership and direction across the Public Service for a multifaceted project to implement the Modern Comptrollership Initiative, which is aimed at creating more effective management tools and processes to improve federal government decision making, public policy development and service delivery to Canadians.

ORGANIZATION STRUCTURE

This is one of five positions at the second managerial level reporting to the Associate Deputy Comptroller General. The other positions are Executive Director, Results, Measurement and Reporting; Executive Director, Risk Management; Executive Director, Procurement and Project Management; and Executive Director, Real Property and Materiel Policy.

Specific responsibilities of the four positions reporting to the Executive Director, Modern Comptrollership Initiative, are as follows:

Director, Integration, Communications and Committees Support, (staff of 3) is responsible for coordinating the participation of central agencies and departments to sustain government-wide momentum and engagement in the Modern Comptrollership Initiative; coordinating the activities of senior-level management committees; developing and initiating communications strategies, products and services to promote and gain support for modern comptrollership; establishing and promoting a government-wide corporate repository for best practices; and overseeing an assigned portfolio of client departments to ensure better integration of modern comptrollership practices among those departments.

Director, Capacity Building and Reporting, (staff of 3) is responsible for identifying and embedding competencies in a comprehensive human resources development strategy; establishing networks and linkages with government and public and private sector institutions to access their expertise to enhance the capacity-building process; developing results frameworks, performance targets and tracking mechanisms; reporting annually on performance in order to advise senior management and Treasury Board ministers on continuing progress; and overseeing an assigned portfolio of client departments to ensure better integration of modern comptrollership practices among those departments.

Director, Policy and Innovation, (staff of 3) is responsible for identifying, analysing and developing approaches to address new and outstanding modern comptrollership implementation issues and associated funding requirements; managing the Innovation Fund established to support project implementation; addressing and resolving policy issues vital to the success of the project; conducting research and analysis to identify modern comptrollership approaches and initiatives in other domestic and foreign jurisdictions for possible incorporation into the Canadian model; and overseeing an assigned portfolio of client departments to ensure better integration of modern comptrollership practices among those departments.

Director, Departmental Liaison, (staff of 3) is responsible for providing overall support to the Executive Director in the internal coordination of all project management work; directing the horizontal coordination and management of liaison activities by project portfolio account managers with the departmental Phase I and II participants; and leading the development and implementation of special governance structures and project initiatives for smaller departments.

NATURE AND SCOPE

As an administrative arm of the Treasury Board, the Treasury Board Secretariat (TBS) has a dual mandate to support the Treasury Board as a committee of Cabinet and to fulfill the statutory responsibilities of a central agency. The TBS sets policy and provides strategic advice and support to Treasury Board ministers and government organizations, as part of its responsibility for ensuring value for money and overseeing the financial and general management functions in departments and agencies. The Modern Comptrollership Initiative plays a fundamental role in bringing about a shift in management culture, improving decision-making and public policy, and achieving more effective citizen-centred service delivery.

As the head of the Modern Comptrollership Initiative, the Executive Director provides strategic direction, advice and support to departments and agencies to assist them with their strategic planning and implementation activities for this major federal corporate management policy initiative.

The Executive Director is responsible for meeting all project objectives within three years. Two major challenges for the incumbent are transferring the ownership of the principles of modern comptrollership from the centre to every part of the Public Service; and forging partnerships among stakeholders to ensure the long-term sustainability and success of this initiative. These challenges require the incumbent to ensure that this initiative is embedded in every government organization. Doing so requires the buy-in of all key participants and an effective change in management attitudes at all levels of the Public Service.

The Executive Director is responsible for determining and recommending the project's scope, resource requirements and budget; selecting the project team members; developing the project management methodologies and plans, as well as the project governance framework and communications strategy; and providing overall project leadership and direction for this government-wide initiative. The incumbent is also responsible for the project close-down phase. A particular challenge is to ensure the embedding of new comptrollership management practices involving significant cultural change in more than 100 departments and agencies, within the three-year period.

The Executive Director is responsible for establishing the government-wide reporting framework, including a suite of success indicators and desired outcomes; and for developing annual reporting mechanisms to the central agencies, Treasury Board ministers and Parliament.

The Executive Director is responsible for developing and maintaining a wide range of consultative and intelligence networks and communications programs with senior officials, as well as with the management and comptrollership communities at large, to ensure that strategic communications messages, information products and services are disseminated to all stakeholders. A challenge for the Executive Director is to ensure that these communications are linked effectively, in an integrated and mutually supportive manner, with overall TBS communications strategies and messages on Public Service renewal. The Executive Director is responsible for directing strategic support for and providing secretariat services to a number of senior-level committees, including a Committee of Deputy Ministers, responsible for providing oversight and strategic direction; a Standards Advisory Board, consisting mainly of private sector experts who provide technical advice on the comptrollership standards being proposed; and a Comptrollership Council of Assistant Deputy Ministers, which provides internal government advice on the adoption of modern comptrollership standards and management frameworks in the Public Service. To ensure success, the incumbent must gain acceptance and increased engagement from all key stakeholders.

The Executive Director is the overall approval authority for the administration of the $30 million Innovation Fund, established to provide departments and agencies with funding for research, professional development, special projects and studies to improve their overall modern comptrollership processes, practices, tools and systems. The incumbent is accountable for directing the screening, approval, monitoring, evaluation and regular reporting on the Fund's use by departments and agencies. A particular challenge for the Executive Director is to persuade participants to co-fund initiatives by leveraging funding from the Innovation Fund with financial resources obtained from departments and agencies.

The Executive Director is challenged to exercise leadership when representing the TBS's interests and policy position in dealing with client departments and agencies. The development of modern comptrollership policy and management

practices requires the incumbent to evaluate and reconcile divergent interests, such as individual departments' views on the nature and appropriateness of required changes. Ultimately, the Executive Director's policy advice and recommendations have an impact on the effective use of government resources and on the quality of services provided by all government organizations to Canadians.

The Executive Director is responsible for representing the federal government and the TBS and chairs meetings, committees and working groups with senior officials from internal and external client, partner and stakeholder organizations in order to promote and advance the positions of the TBS and the government on the Modern Comptrollership Initiative. As a member of the Comptrollership Branch Executive Committee, the incumbent is expected to make a significant contribution to the Branch's culture, philosophy, strategic and business priorities, and overarching policy and management accountability frameworks.

DIMENSIONS (Constant Dollars)

FTEs:	18
Operating budget:	$0.3 million
Innovation Fund:	$1.6 million
Portfolio department and agency program expenditures:	$23 billion

SPECIFIC ACCOUNTABILITIES

1. Leads the Modern Comptrollership Initiative Project Office in order to provide a corporate focal point in articulating and promoting policies, principles and practices to enhance the federal government's decision-making, public policy capacity, and service delivery to Canadians.

2. Leads the development of capacity building and corporate reporting strategies and frameworks to ensure that the principles and goals of modern comptrollership are embedded in the government management community and to ensure effective reporting on the progress of the implementation of modern comptrollership in the Public Service.

3. Develops communications strategies, frameworks and strong consultation networks with officials in the public and private sectors to reinvigorate the commitment to the Modern Comptrollership Initiative policy across the federal government and to actively expand the initiative to engage 104 large and small departments and agencies.

4. Acts as the catalyst to integrate the agendas and align the strategies of the various branches and sectors of the TBS and other central agencies, such as the Privy Council Office, the Office of the Auditor General, Public Works and Government Services Canada and the Canada School of Public Service, to ensure a coordinated and more focussed approach to the Initiative across all of these organizations.

5. Directs the provision of authoritative support and services to key modern comptrollership committees and other executive management groups to ensure the effective development, rollout and monitoring of the Modern Comptrollership Initiative.

6. Develops strong consultation networks with all stakeholder groups and provides consulting and support services to the portfolio of departments and agencies to engage these groups in the development of the policy frameworks, tools and processes in order to enhance and support the implementation of modern comptrollership across the federal Public Service.

7. Manages the Innovations Fund to leverage resources from departments in order to improve their capacity to implement modern comptrollership and to fund special projects established to enhance the Initiative and support its sustainability.

8. Leads the close-down phase of the Initiative and ensures that all policy frameworks, systems and other requirements are in place to ensure the long-term success of modern comptrollership.

EVALUATION RATIONALE

Executive Director, Modern Comptrollership Initiative

KNOW-HOW

G Mastery of the concepts, theories and techniques of modern comptrollership policy planning and evaluation; in-depth professional knowledge of and skill in project management to implement a large, government-wide management initiative; extensive knowledge of comptrollership concepts, techniques and practices; and in-depth skill and knowledge in managing large and complex, government-wide projects, and in providing strategic policy advice up to the Deputy Minister level.

III Operational coordination and guidance of a strategic policy function that affects the entire federal Public Service.

3 Successful achievement of objectives requires motivating client departments and agencies, other central agencies and project staff; developing effective relationships with peer organizations and superiors; and influencing stakeholder groups and senior officials to achieve stated objectives.

700 Mid-range number indicates the solid degree of expertise required to manage a large, complex project focussed on related activities and reflects the specialized expertise required to coordinate and implement a key government initiative across the Public Service.

PROBLEM SOLVING / THINKING

F Thinking is done within a general frame of reference of legislative and government-wide directions from the Treasury Board and the Privy Council Office in planning and developing policies, implementing new management practices and tools, and making recommendations regarding management practices in government departments.

4 Analytical and constructive thought is required in interpreting and solving multi-dimensional problems, developing policies and proposing innovative comptrollership management practices involving many diverse organizations.

(57) 400 Higher percentage indicates a tendency toward the uncharted, given the broad nature of direction, the complexity of situations across government, and the need to reconcile the divergent interests of a wide variety of stakeholders in policy development and in accepting new management processes.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Associate Deputy Comptroller General, acts within functional policies and goals under general direction to provide recommendations on the management practices and performance measurement systems affecting over 100 client departments, Crown corporations and federal institutions.

7I The position has an indirect impact on comptrollership management across the federal government. The proxy selected to represent this impact is the overall federal expenditures management system of $23 billion (constant).

460 Low number reflects the parameters of the project and the remoteness of impact over the proxy selected.

SUMMARY

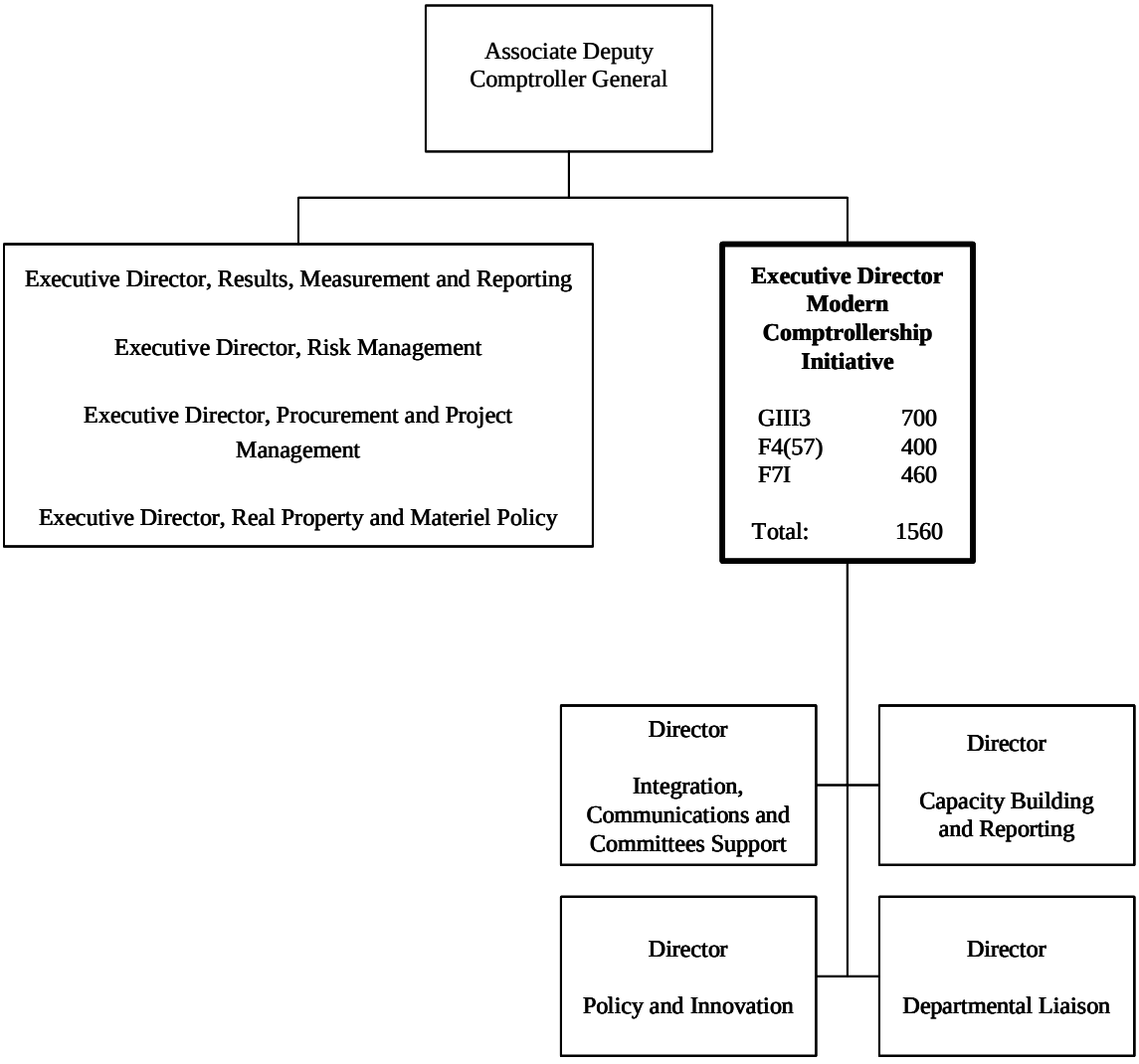
GIII3	700	F4(57)	400	F7I	460	=	1560	A1

DIRECTOR GENERAL

EXECUTIVE DIRECTOR

MODERN COMPTROLLERSHIP INITIATIVE

NUMBER: 7 – G – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 5-G-1

POSITION TITLE: Director, Service Integration

GENERAL ACCOUNTABILITY

Is accountable for providing leadership in developing and managing the interface between the Department—Veterans Affairs Canada (VAC)—and the Department of National Defence (DND) in identifying and pursuing policy and program opportunities, in collaboration with other federal departments, to improve the Department's business processes and the delivery of services to Canadian Forces members and their families.

ORGANIZATION STRUCTURE

The position is one of three positions at the third managerial level reporting to the Director General, National Operations Division. The others are the Director, Legislation and Policy Services; and the Director, National Benefits Administration.

The incumbent manages a team of staff from the Department and from DND. Staff are seconded to the team as needed for their expertise in specific areas. Departmental staff include Manager, Transition Initiatives; Casualty Support Coordinators (3); Project Officers (2); Manager, Secretariat (staff of 3); and Project Assistant (2).

The Director provides functional direction for three departmental employees at the DND/VAC Centre and two Liaison Officers (1 VAC Officer at DND; 1 DND Officer at VAC).

NATURE AND SCOPE

The Department's mandate is to provide services and benefits that respond to the needs of veterans, Canadian Forces members, qualified civilians and their families, in recognition of their services to Canada; and to keep the memory of their achievements and sacrifices alive for all Canadians.

The Branch is responsible for all of the benefits and health care programs and services that the Department manages for a large client base that consists of veterans, Canadian Forces members, qualified civilians and their families. These services are directly affected by the aging veteran population, the increasing number of Canadian Forces clients and rapidly changing technology.

It is in this context that the Director, Service Integration, serves as the departmental focal point for a number of priority issues that affect the efficient delivery of all the Department's services. A major challenge for the incumbent is to develop the Department's strategies, approaches and initiatives for identifying and articulating opportunities to improve the provision of a seamless service with Canadian Forces personnel within the context of the DND agenda in order to improve the quality of life of its members.

VAC and DND have worked together on a joint venture to establish a single-window service centre for Canadian Forces members and their families with respect to benefits and services. This office is staffed with both VAC and DND personnel. The incumbent is responsible for providing the functional direction for and overseeing the management of all VAC staff at the centre.

The Director leads the Task Force on Modernization, which is at the heart of the Department's mandate in examining the needs of Canadian Forces members, defining the kinds of services that they require and determining the most effective way that the Department can deliver them. The Director recommends and manages the allocation of Quality of Life funds and prepares the necessary reports to the Treasury Board on the disbursement of these funds.

As an agent of change, the Director provides corporate leadership in identifying opportunities to improve operating efficiencies within the Department and in designing and directing any approved projects. A key challenge for the Director is that Canadian Forces clientele is expected to increase to close to 25% of the client population by 2007. This responsibility requires the incumbent to establish the approaches and methodologies to fill the gaps in services and benefits and to determine what information and training departmental staff require to meet the needs of this group.

The Director provides leadership in developing and implementing strategies, approaches and initiatives to strengthen the working relationship between the two departments and to improve the nature and quality of services provided. In order to meet the many challenges that are inherent in this Directorate, the incumbent establishes and maintains cooperative working relationships within the Department, between the Department and DND, as well as with other governmental and non-governmental partners and stakeholders

The Director develops and implements strategies and approaches to support DND's Quality of Life initiatives. In collaboration with the Regional Directors General, the incumbent develops and implements strategies and approaches to have departmental staff work on DND bases. The incumbent works with DND to improve communications and ensure that departmental staff understand the daily issues being faced by Canadian Forces personnel and to make current and former members aware of what they can expect as regards service and benefits from the Department. The Director also provides leadership in the development of the

communications plans and initiatives that are required to support the Directorate in providing information to external and internal audiences.

The Director develops cooperative working relationships with a variety of external partners to discuss opportunities to improve efficiencies: with Human Resources and Skills Development Canada, Social Development Canada and Health Canada to conduct consultations on and research into their programs and services; with the Royal Canadian Mounted Police to discuss administration and delivery of benefits to its members; and with Health Canada on issues related to outsourcing the administration and delivery of benefits and services through its network of service providers. The incumbent also establishes close working relationships with non-governmental organizations, such as the Royal Canadian Legion, the Peace Keeping Association and similar organizations that are concerned with the nature and delivery of benefits and services to their members.

DIMENSIONS (Constant Dollars)

FTEs:	12
Project budget:	$337,000

SPECIFIC ACCOUNTABILITIES

1. Directs the design of and conducts special studies, reviews and projects to identify opportunities and initiatives to optimize the working relationships between the Department and DND. Develops the terms of reference and manages joint projects with DND that advance the continuum-of-service concept.

2. Provides advice on developing strategies and initiatives to advance the Department’s leadership position with respect to addressing critical quality of life issues for current and former members of the Canadian Forces.

3. Provides leadership in the development and implementation of outreach, communication and information programs and pilot projects to advance the integrated service delivery model.

4. Ensures the development and delivery of appropriate training strategies and programs to support the introduction of new business approaches and processes.

5. Provides the functional direction and managerial oversight for the participation of departmental personnel in the DND/VAC Centre.

6. Establishes and maintains a strategic network of partners and stakeholders within the Department, the portfolio, other government departments and agencies and non-governmental organizations.

EVALUATION RATIONALE

Director, Service Integration

KNOW-HOW

F Expert professional knowledge of departmental policies, programs and services, and the interrelationships with DND's policies, practices, programs and work methods in order to develop opportunities to optimize working relationships; and expert professional knowledge of the policies, practices and processes for project management, strategic communications and resource management that are prevalent in the Public Service.

III Conceptual and operational project management in order to lead a major departmental initiative for integrating operations through a successful partnership between two departments and to support DND in the implementation and management of the Quality of Life program.

3 Strong interpersonal skills, especially in dealing with other government departments and motivating a multidisciplinary team that changes frequently.

528 Mid-range number reflects a balancing of the strong technical and specialized knowledge required to develop client service options that meld distinctly different approaches from two departments (DND and VAC), within the limited breadth of program activities.

PROBLEM SOLVING / THINKING

F Thinking is done within policy and service objectives of the Department and DND.

4 Adaptive and constructive thinking is required to address interdepartmental approaches, practices and procedures to develop a cohesive service delivery model for the Department and Canadian Forces clients.

(50) 264 Reflects solid fit consistent with the need to identify programs or services that do not exist and facilitate their development and acceptance within the two departments.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Director General, is accountable for providing direction for structural, management and cultural changes that affect the two Departments.

2P Primary impact on the project's activities as represented by a salary and operating budget of $337,000 (constant).

264 Lower number reflects the fluid nature of the project, which impacts on operating dollars and managing staff without long-term commitment or responsibility to team members who are deployed to the project as needed.

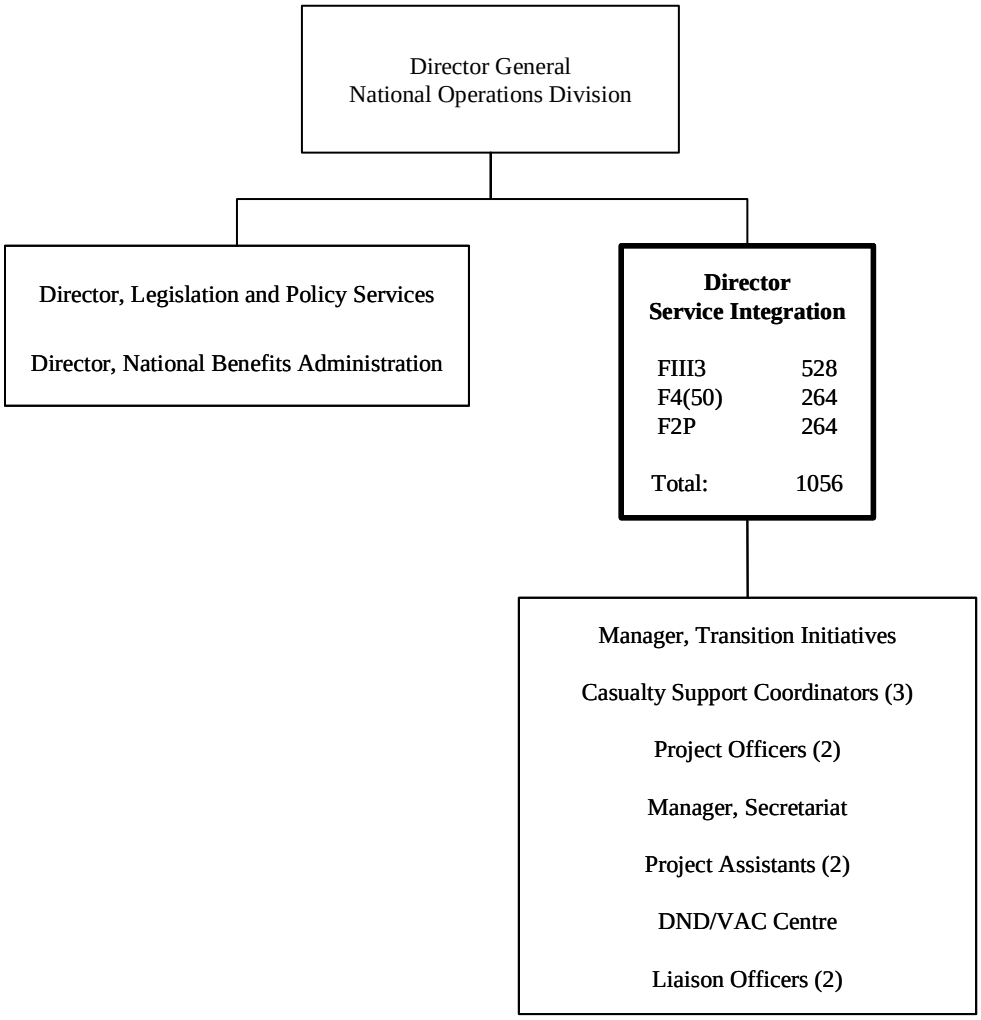
SUMMARY

FIII3	528	F4(50)	264	F2P	264	=	1056	0

DIRECTOR

SERVICE INTEGRATION

NUMBER: 5 – G – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-G-1

POSITION TITLE: Project Manager, Canadian Frigate Life Extension Project

GENERAL ACCOUNTABILITY

Is accountable for the development, coordination and management of the Canadian Frigate Life Extension Project, which was created to extend the operational service life of HALIFAX class frigates.

ORGANIZATION STRUCTURE

The Project Manager, Frigate Life Extension Project, is 1 of 14 positions at the third managerial level reporting to the Director General, Maritime Equipment Program Management. The incumbent is also accountable to the Chief of the Maritime Staff as the designated project sponsor for operational requirements.

The Project Manager has direct line and staff management responsibilities for a mix of military and civilian project management staff (civilian engineers, marine systems and combat system engineers, and procurement specialists), as well as for two detachments, one at CFB Halifax and one at CFB Esquimalt).

NATURE AND SCOPE

The Department and Canadian Forces are responsible for defending Canada, its interests and its values, while contributing to international peace and security. The Canadian Forces are called upon to fulfill three major roles: protecting Canada, defending North America in cooperation with the United States, and contributing to peace and international security.

The Materiel Group is responsible for providing effective materiel acquisition and logistics support to the Canadian Forces and the Department. This involves playing a major role in capital equipment planning and procurement, materiel acquisition and life-cycle management (from needs identification to disposal), as well as controlling and administering approved equipment projects.

The Frigate Life Extension Project is a major departmental acquisition project to address mid-life maintenance and sustainability requirements, as well as address the requirement to enhance existing systems to meet the operational challenges of the next 15 to 20 years.

The Project Manager is responsible for managing the Project through all phases (analysis, definition and implementation) to ensure that the 12 frigates can achieve their extended life expectancy and that the defined operational requirements are met.

The Project Manager leads the development and recommendation of related operational policies and programs, and regularly provides strategic advice, guidance and technical direction to implement and fulfill the project requirements effectively and to ensure their effective translation into operational reality. The incumbent provides leadership to a multi-faceted team of specialists, directing them in the definition, planning and execution of interrelated engineering, logistics support and procurement activities. Each project phase is unique and presents different challenges to the Project Manager.

A major challenge faced by the Project Manager involves coordinating and providing management oversight for numerous stand-alone and discrete projects, and ensuring effective integration and implementation with the overall Frigate Life Extension Project. Stand-alone projects are multiple and varied, ranging from highly technical capability enhancements (conceiving engineering support and integrated logistics programs) to tracking sustainable maintenance activity conducted by the design authorities elsewhere in the Division.

The Project Manager makes decisions on all project matters, including the establishment and implementation of engineering and integrated logistics support programs, which are subject to overall departmental policy and financial controls. The incumbent makes far-reaching recommendations and decisions affecting technical issues relating to vessel seaworthiness, functional and operational capabilities, support and maintenance concepts, and life-cycle costs. After considering input from all stakeholders, the Project Manager makes decisions on major hardware and software configuration issues affecting the operational effectiveness and financial support of the HALIFAX class of frigates. In addition, the Project Manager oversees the refit of the frigates, the testing and trial period, the release of the refitted vessels into operational service and their initial support.

The Project Manager is responsible for the assessment of actual performance through ongoing reviews and evaluations, redirecting activities and reallocating resources, as necessary, to ensure that objectives are met and that performance meets project needs. The Project Manager must deal in-depth with a wide range of engineering, procurement, financial and maintenance issues during the implementation phase. The incumbent exercises considerable freedom in setting project priorities and objectives. Inherent in the Project Manager’s role is the development of new and/or enhanced business support services to address changing activities and requirements, ensuring that they are consistent with the project mandate, programs and objectives, including the promulgation of information that will better define roles and responsibilities.

The Project Manager tasks other directorates and organizations as required and coordinates their activities through broad committees and ad hoc meetings. In conjunction with a dedicated project team from Public Works and Government Services Canada, the Project Manager is responsible for contract negotiations with industry and the resolution of complex materiel situations. The Project Manager chairs the Interdepartmental Project Working Group and reports to the Senior Project Advisory Committee on issues affecting other government departments.

The Project Manager advises senior officials in the Department, providing briefings and advice on technical and project management issues, including operational implications, risk assessment and financial requirements.

DIMENSIONS (Constant Dollars)

FTEs:	Up to 60 (depending on project phase)
Project funding:	$172.3 million (over 12-year project life)
Project management office budget:	$7.5 million (over 12-year project life)

SPECIFIC ACCOUNTABILITIES

1. Ensures the delivery of the Canadian Frigate Life Extension Project, which was created to extend the operational service life of HALIFAX class frigates, through the effective management of all technical, procurement and financial aspects of the Project.

2. Develops effective project management objectives, critical success factors, and performance measures to achieve cost, schedule and technical performance objectives, as approved by Cabinet and the Treasury Board, and to identify deficiencies and implement solutions.

3. Coordinates and provides management oversight for numerous stand-alone and discrete projects, ensuring their effective integration and implementation during the Canadian Frigate Life Extension Project.

4. Develops communications mechanisms to provide staff with information to aid their decision-making when change is required.

5. Ensures the efficient and effective procurement, acquisition and management of goods and services for the Project through the negotiation and management of contracts with a broad range of suppliers in accordance with Treasury Board financial administration regulations.

6. Establishes a project management plan that explains the scope of the Project and details the control mechanisms that will be developed and used to ensure that the prime objectives of cost, time and quality are achieved.

EVALUATION RATIONALE

Project Manager, Canadian Frigate Life Extension Project

KNOW-HOW

F Specialized technical knowledge of functional and operational capabilities, seaworthiness requirements, and hardware and software configuration for vessels in the Canadian Forces fleet; extensive knowledge of Treasury Board, departmental and Canadian Forces project management and procurement policies, standards and practices; and in-depth knowledge of Canadian Forces policies, operations, organizational structure, finance, expenditure management, accountability frameworks and performance indicators.

II Conceptual and operational management of a single project within defined parameters and objectives that requires the coordination of a broad range of organizational resources in a decentralized environment.

3 Successful achievement of objectives requires the incumbent to work effectively with a multi-faceted team of specialists, to task other directorates and organizations and to coordinate their activities through broad committees and ad hoc meetings.

460 Requires a high degree of professional and technical knowledge and knowledge of project management policies and practices to ensure an adequate system of internal control over project assets, liabilities and expenditures.

PROBLEM SOLVING / THINKING

F Thinking is done within project management policies, protocols and processes and within a department-specific frame of reference defining operational and seaworthiness requirements.

4 Evaluative and constructive thinking is required to respond to a wide array of engineering, technical and procurement management issues synthesizing a broad range of input from all stakeholders, and to make authoritative recommendations affecting operational effectiveness and financial support of the vessels.

(50) 230 Reflects a high level of evaluative and creative thinking to identify and address a number of unique issues arising from the management of novel and significant engineering development and procurement activities for a major Crown project.

ACCOUNTABILITY / DECISION MAKING

E Reports to the Director General, Maritime Equipment Program Management, and works within a well-defined chain of command, within parameters and objectives defined and approved by Cabinet and the Treasury Board. The Project Manager has a high degree of latitude in the management of the technical and procurement aspects of the Project.

2P The Project Manager is accountable for the delivery of a major Crown project. The approved project management office budget is selected as an appropriate proxy ($7.5 million constant dollars over the 12-year project life, which averages $628,000 annually).

230 High number recognizes the significant office budget and the contribution that the Project Manager makes to the success of a major Crown project over the 12-year project life.

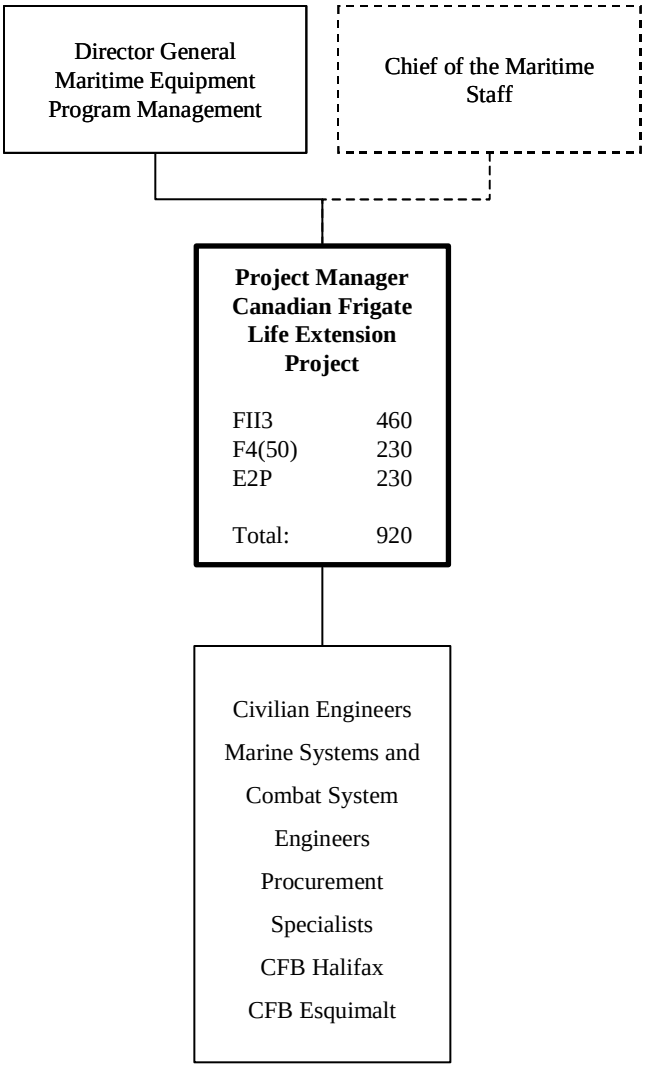
SUMMARY

FII3	460	F4(50)	230	E2P	230	=	920	0

PROJECT MANAGER

CANADIAN FRIGATE LIFE EXTENSION PROJECT

NUMBER: 4 – G – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-G-2

POSITION TITLE: Director, Seniors Cluster

GENERAL ACCOUNTABILITY

Is accountable for the management, from construction to delivery and promotion, of the Government of Canada's Seniors Canada On-line (SCOL) portal, which aims to support seniors' use of the Internet, to help them access government programs and services, and to contribute to the attainment of Government On-Line (GOL) goals.

ORGANIZATION STRUCTURE

The Director, Seniors Cluster, is 1 of 10 positions at the second managerial level reporting to the Assistant Deputy Minister, Veterans Services. The others are Director General, National Operations; five Regional Directors (Atlantic, Quebec, Ontario, Prairies, Pacific); Director General, Program and Service Policy Division; Executive Director, Ste. Anne's Hospital; Director General, Business Information Management Services.

Specific functions of the positions reporting to the incumbent are as follows:

Project Manager, (staff of 6) is responsible for managing the development and delivery of the SCOL portal and for managing the work of two work teams—Technical Development and Business Analysis.

Senior Communications Advisor, (staff of 1) is responsible for marketing and promoting the Seniors Cluster within and outside of the Public Service.

NATURE AND SCOPE

The Department's mandate is to provide services and benefits that respond to the needs of veterans, Canadian Forces members, qualified civilians and their families in recognition of their service to Canada and to keep the memory of their achievements and sacrifices alive for all Canadians.

SCOL is the government's response to requests for easy electronic access to seniors-related services. SCOL is a Treasury Board-approved project designed to help the Government of Canada meet its GOL objectives. The Department has the essential authority to lead and manage the SCOL project on behalf of its Seniors Cluster partners. The Deputy Minister is the Seniors Cluster champion; and the Assistant Deputy Minister, Veterans Services, as Executive sponsor, chairs an Interdepartmental Steering Committee that provides the strategic direction.

It is within this context that the Director, Seniors Cluster, supports the Assistant Deputy Minister and the Deputy Minister in delivering the SCOL—the Government of Canada's Internet portal for seniors—by directing the development and implementation of the decision-making and governance structure; the consultative frameworks; and the technical specifications, strategies and policies required for the successful implementation of the portal. The Director is the lead federal official responsible for effecting and maintaining wide-ranging working agreements and partnerships with other departments, other levels of government and other stakeholders and partners.

The Director is responsible for developing and implementing a strategy for an intelligent portal that can provide single-window access to relevant information located on partner Web sites. However, as a portal, SCOL does not own the content to which it leads its users. Therefore, this position must choose judiciously which partners' links will be used and must diligently monitor and maintain the resulting partnership arrangements once negotiated.

Major challenges facing the Director, Seniors Cluster, include overseeing business case analysis; organizing the diverse banks of information; and developing user-friendly, single-window access to relevant information that currently exists on hundreds of other government and non-government Web sites. A major technical challenge is to ensure seamless access to information from a diverse range of technology platforms. Much of the work confronting this position is groundbreaking, and the incumbent tables issues to the SCOL and the Canadian Seniors Partnership Steering Committee and working groups, which may, for example, call for legislative change within their own jurisdiction, and must persuade them to pursue such initiatives internally**.**

The Director provides leadership with respect to GOL activities through the effective management of a number of critical relationships with stakeholders and partners that include central agencies (the Privy Council Office and the Treasury Board Secretariat). Meeting this responsibility requires sitting on several interdepartmental working groups and steering/advisory committees (such as the Gateways and Clusters Lead Committee and the Canadians Gateway Working Group; Secure Channel, Portal Content Administration, Client Relationship Management Functionality, and Plain Language and Citizen Literacy Committees). Liaison with existing federal/provincial/territorial committees is also critical to the continued relevancy of the information found on the portal.

One of the greatest challenges facing the Director is developing and maintaining a high-level, collegial relationship among existing partners in order to encourage their continued participation in and their contribution of information and contextual advice to the SCOL and in order to accept the leadership provided through the Department for this initiative. High demands are made on the incumbent in order to encourage new partners, such as provinces; territories; veterans' groups; and other public, private and voluntary sector organizations, to join the Seniors Cluster consortium from the perspective of joining up Web-based information and from the perspective of participating in pilot projects that will further the objectives of the Canadian Seniors Partnership.

In addition, the Director is required to liaise regularly with the 29 members of the Seniors Cluster Advisory Panel. The members represent national and provincial organizations dedicated to supporting Canadian seniors, their families and caregivers. Drafting quarterly reports and consulting contacts are key components to maintaining relationships among the Panel members.

Beyond the immediate requirements of the Seniors Cluster Responsibility Centre, the Director is a participating member of the Assistant Deputy Minister's Branch Executive Committee. The Director uses the Veterans Service Branch's resource base as a core competency pool to drive this innovative and leading-edge initiative and to leverage the resources and expertise of other partners. As well, the incumbent is responsible for managing all aspects of the large contract with Public Works and Government Services Canada and contracted resources, which significantly adds to the managerial challenges of the position.

DIMENSIONS (Constant Dollars)

FTEs:	9 (plus 10 consultants)
Operating budget:	$170,000
Annual partner-in-kind contributions:	$200,000

SPECIFIC ACCOUNTABILITIES

1. Directs the development, execution and ongoing refinement of a broad range of plans and strategies to support and advance the development and implementation of the SCOL portal (i.e. National User Support Strategy, National Seniors Engagement Strategy, National Content Management Strategy, National Communications Strategy, National "Life Events Pathway").

2. Leads a team drawn from all levels of government and from non-government agencies in directing the creation and maintenance, as part of the Canada Site project, of the SCOL portal, which provides a seniors-tested directory of services and information for seniors in both official languages.

3. Leads the work of the Governing Council of the Canadian Seniors Partnership in building and implementing a governance structure, consultative frameworks and a technological infrastructure to build a national network of collaborative seniors portals.

4. Initiates and sponsors a series of projects, pilots and initiatives to increase the body of knowledge and expertise related to service integration and to the business transformation of programs and services for seniors.

5. Oversees the development and execution of a strategy for provincial/ territorial engagement for creating a common, coordinated multi-service channel strategy for building seniors portals.

6. Manages and directs staff, oversees the work of several contract resources and provides functional leadership for the Seniors Cluster, including the development and maintenance of effective working relationships and partnerships within the Department; with government partners at the federal, provincial, territorial and municipal levels; with partners in the voluntary and non-government sectors; and with other stakeholders and client organizations.

7. Contributes, as a member of the Branch's Executive management team, to the achievement of the Department's GOL initiatives within the overall strategic management framework of the Department and the Chief Information Officer Branch of the Treasury Board Secretariat.

EVALUATION RATIONALE

Director, Seniors Cluster

KNOW-HOW

F Professional expert knowledge of departmental policies, programs and services, with particular emphasis on those provided to seniors, their families and caregivers by other federal and provincial departments and non-government organizations; and professional knowledge of the policies, priorities and initiatives for the provision of services using Web-enabling technologies.

II Operational and conceptual management of the building of information clusters on the services provided to Canadian seniors through partnerships with other departments, other levels of government and non-government organizations.

3 Successful achievement of objectives requires the incumbent to build solid working relationships with participating federal, provincial and territorial governments, as well as with non-government organizations, in order to construct and deliver Web-based sources of information.

460 High number reflects the expertise required to develop and maintain a high-level, collegial relationship among existing partners in order to encourage their continued participation and contribution of information; and to network, encourage, develop and establish new partnerships.

PROBLEM SOLVING / THINKING

F Thinking is done within the general objectives for creating Web-based approaches to the provision of information through a single Internet portal.

4 Evaluative and constructive thinking is required when identifying and addressing issues that may involve legislative changes in other departments' or governments' jurisdictions.

(50) 230 Solid percentage reflects the minimal guidance available to the position, which is located outside the head office environment, to advance a major government initiative using innovative technology to meet the needs of Canadians seniors.

ACCOUNTABILITY / DECISION MAKING

F Under the general direction of the Assistant Deputy Minister, Veterans Services, the position manages the day-to-day operations of the Directorate, funded by Treasury Board and partner-in-kind contributions.

2P The position has primary responsibility for the Directorate's activities as represented by a proxy of an operating budget of $170,000 (constant).

264 Low number recognizes the size of the budget and the position's freedom to act in directing a government-wide project with a significant impact on how Canadian seniors receive information on services and programs available to them.

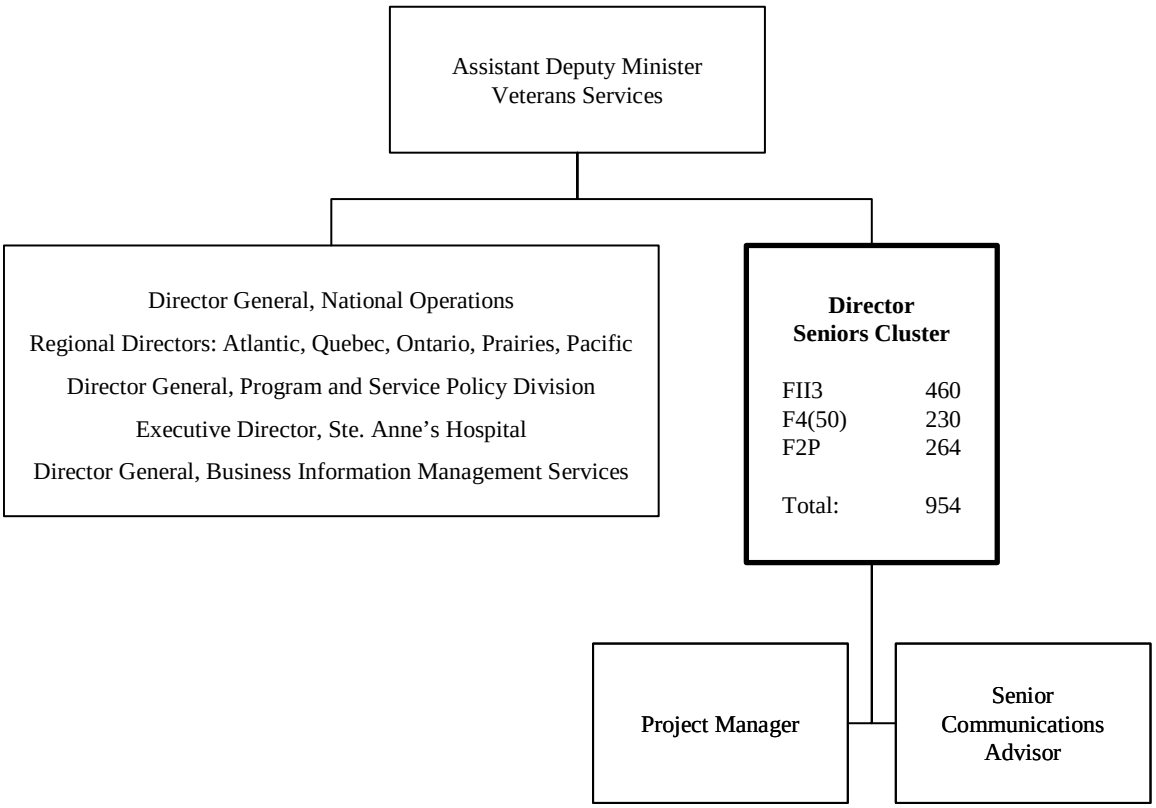
SUMMARY

FII3	460	F4(50)	230	F2P	264	=	954	A1

DIRECTOR

SENIORS CLUSTER

NUMBER: 4 – G – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 10-H-1

POSITION TITLE: Assistant Deputy Minister, Real Property

GENERAL ACCOUNTABILITY

Is accountable for developing innovative, cost-effective and responsive national policies, strategies and management frameworks to guide the federal government's centre of excellence in real property, including federal office and common-use facilities, national treasures, other heritage assets and various engineered public works; and directing the delivery of property and facilities services to more than 100 client departments and agencies.

ORGANIZATION STRUCTURE

This is 1 of 13 executive positions at the first level reporting to the Deputy Minister. The others are Associate Deputy Minister; Assistant Deputy Minister, Service Integration; Assistant Deputy Minister, Strategic Policy, Risk Management and Communications; Assistant Deputy Minister, Accounting, Banking, Compensation and Senior Financial Officer; Assistant Deputy Minister, Acquisitions; Assistant Deputy Minister, Information Technology Services; Chief Executive Officer, Translation Bureau; Chief Executive Officer, Consulting and Audit Canada; Assistant Deputy Minister, Human Resources; Executive Director, Real Property Major Crown Projects; Director General, Audit and Ethics; and Senior General Counsel.

Specific responsibilities of the four positions reporting directly to the Assistant Deputy Minister, Real Property, are as follows:

Director General, Resourcing and Strategic Management, (staff of 131) is responsible for providing market intelligence and policy research; promoting innovation and new business opportunities; developing recruitment and professional development strategies and action plans; managing national and international key stakeholder relationships; managing custodial responsibilities for engineering assets and the regulatory frameworks for the divestiture or disposal of assets; and leading the Branch's information and knowledge management initiatives.

Director General, Accommodation and Portfolio Management, (staff of 307) is responsible for providing real estate services; administering payments in lieu of taxes; developing and implementing accommodation policies, strategies, processes, standards and systems; developing innovative approaches to managing the custodial responsibilities of the Department with respect to office and

non-office real property assets, including bridges, training facilities, dams, highways, housing, dry docks and shipyards.

Director General, Property and Facilities Management, (staff of 892) is responsible for developing the policies, strategies, processes, procedures, standards and systems for operating and managing federal buildings and facilities; and developing and implementing strategies and initiatives to provide the technical support and expertise for the effective costing and delivery of property and facilities services to client departments and agencies.

Director General, Architectural and Engineering Services, (staff of 538) is responsible for managing a national program of professional services for the design, fit-up, re-capitalization, commissioning, operation and maintenance of federal buildings, civil engineering structures and other facilities and heritage assets; contributing to the development of government-wide real property, environmental management and sustainable development regulations, policies and standards; and providing related functional direction through the development, implementation and monitoring of national program strategies, policies, standards and best practices.

NATURE AND SCOPE

The Department has been established as a common and central service provider with a mandate to provide departments and agencies with mandatory and optional services on a fee-for-service basis. Services include construction, maintenance and repair of public works and federal real property; office accommodation and related facilities services; architectural and engineering advice and services; planning and acquisition of supplies and services; planning and coordination of telecommunications and informatics services; centralized accounting and cash management services; consulting and auditing services; translation and related services; the Receiver General for Canada function; and administrative and other services in relation to employee benefits, superannuation and pension plans, and the disbursement of pay to Public Service of Canada employees.

As the recognized government expert in real property management, the Assistant Deputy Minister (ADM) is responsible for providing national leadership to support the Department in two principal functions: as custodian of federal office, common use, heritage and engineered public works facilities; and as provider of real property services to support departments and agencies in achieving their respective programs.

In its custodian role, the Branch is responsible for managing its real estate holdings effectively and efficiently to ensure the provision of productive work environments for some 180,000 federal public servants located in over 100 departments and agencies. This covers an inventory of more than six million

square meters, valued at approximately $7 billion, and resulting in an annual gross expenditure of approximately $2 billion.

The ADM directs the development of long- and short-term strategies and management frameworks to provide direction for the cost-effective management of a large, complex, diverse and geographically dispersed real property inventory. The incumbent ensures that the inventory is managed in an integrated, strategic manner with consideration for the future growth and structural changes of the Public Service; the aging of the inventory itself; and the federal government's urban agenda and relevant policies, such as the sustainable cities agenda, the good neighbour policy, and the workplace of choice agenda. This challenge requires innovative and conceptual thinking to arrive at models and solutions to complex real property problems. In arriving at effective integrated solutions to multi-dimensional problems, the incumbent must consult and seek input from a wide variety of government and non-government stakeholders.

To maintain the Department's leadership role, the ADM is responsible for assessing potential changes or new directions in the public sector that may affect the requirement for new services and products in real property; and directing research and analysis to identify innovative approaches to ensure that public servants have safe, healthy, secure, affordable and environmentally sustainable workplaces that provide the best value for the Crown and the taxpayers of Canada.

As the co-champion of the Sustainable Development in Government Operations initiative, the ADM is responsible for advancing and promoting the federal government's and the Department's agenda on managing environmental issues and sustainable development by ensuring the development of sound management frameworks, policies and standards, and encouraging sound environmental management practices in these areas.

The ADM is responsible for building effective and productive partnerships with other government departments and other levels of government to market the Department's expertise nationally and internationally. The incumbent also develops and maintains contact with senior representatives of industry, including property development firms, professional associations, academic institutions and international agencies, to ensure that the Department is well represented in the real property community, nationally and internationally; to share professional knowledge; and to promote the government's urban agenda.

As a member of the Department's Executive Committee, the incumbent provides strategic advice to the Minister, the Deputy Minister, the Associate Deputy Minister and departmental colleagues in other branches and special operating agencies. The ADM also provides functional direction to the Client Services Branch and the Real Property Major Crown Projects Branch to assist them in addressing and resolving complex, sensitive and controversial real property management issues. As a member of the departmental Executive Committee, the

ADM participates with other members in contributing to the overall effectiveness of departmental programs, including decisions related to the future direction of the Department.

DIMENSIONS (Constant Dollars)

FTEs:	1,894
Operating budget:	$26.9 million
Departmental real property expenditures:	$384 million

SPECIFIC ACCOUNTABILITIES

1. Develops government and departmental strategic frameworks and policies to support the Department's corporate leadership role as custodian of federal government office accommodation and various engineered works to ensure the cost-effective management of these assets and the maintenance of their value.

2. Directs the government's real property centre of excellence through the introduction of new and innovative techniques, tools, products, services and systems; the application of new technologies; and the use of alternative forms of delivery. Contributes to the recruitment, learning and professional development of the Department's and the Public Service's real property community.

3. Directs the development, implementation and monitoring of national policies, standards, procedures, performance criteria and quality assurance systems, consistent with the concepts of modern comptrollership and integrated risk management.

4. Directs the management and delivery of national programs for payment in lieu of taxes appraisal and valuation of real property for the Government of Canada.

5. As co-champion of Sustainable Development in Government Operations, directs the application of sound life-cycle management of federal buildings and facilities and advances the government's management of environmental issues and the sustainable development agenda.

6. Manages and coordinates the Branch's financial and human resources effectively and efficiently.

7. Provides strategic advice to the Minister, the Deputy Minister, the Associate Deputy Minister and to departmental colleagues in other branches and special operating agencies.

EVALUATION RATIONALE

Assistant Deputy Minister, Real Property

KNOW-HOW

G Mastery of concepts, techniques, processes and theories relating to real property stewardship and custodial responsibilities, and to the management and delivery of real property services for departments and agencies both nationally and internationally; knowledge of client real property requirements, including mastery of the necessary architectural, environmental and engineering specialized knowledge; and in-depth knowledge of environmental protection and sustainable development as they pertain to building management practices.

IV Manages and coordinates the formulation of long-range objectives, strategies and policies that directly influence other functions of the Department and client agencies; initiates policy and program change with input from clients, other levels of government and the private sector; and directs a national program of real property services for over 100 departments and agencies.

3 Successful achievement of objectives requires the incumbent to advise the Minister and the Deputy Minister on strategic directions; and to convince officials at other levels of government, peers and senior officials to adopt appropriate courses of action.

1056 High number reflects the extensive skill, knowledge and expertise required to manage and deliver the real property program throughout the government, including providing policy leadership to the government's sustainable development and environmental protection agendas.

PROBLEM SOLVING / THINKING

G Work is performed within the broadly defined principles and goals of developing management frameworks and policies, conducting consultations and defining strategic directions, to guide the Department in its relationships with other departments and with other levels of government concerned with the development of environmentally friendly real property development and management programs.

4 Conceptual, analytical, interpretive and constructive thing is required to interpret the government's directions and translate them into effective national real property program policies, standards, procedures and best practices; and to provide strategic and operational advice in order to ensure consistency in program delivery.

(66) 700 Higher percentage represents the leadership requirement of the position to identify, recommend and support new real property policy and program directions for the Department, client departments and government as a whole, including contributing to the government's urban and sustainable development agenda.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, is subject to broad guidance and ensures that the Department has a coherent, cost-effective policy and service delivery business direction for optimizing the federal government's real property program.

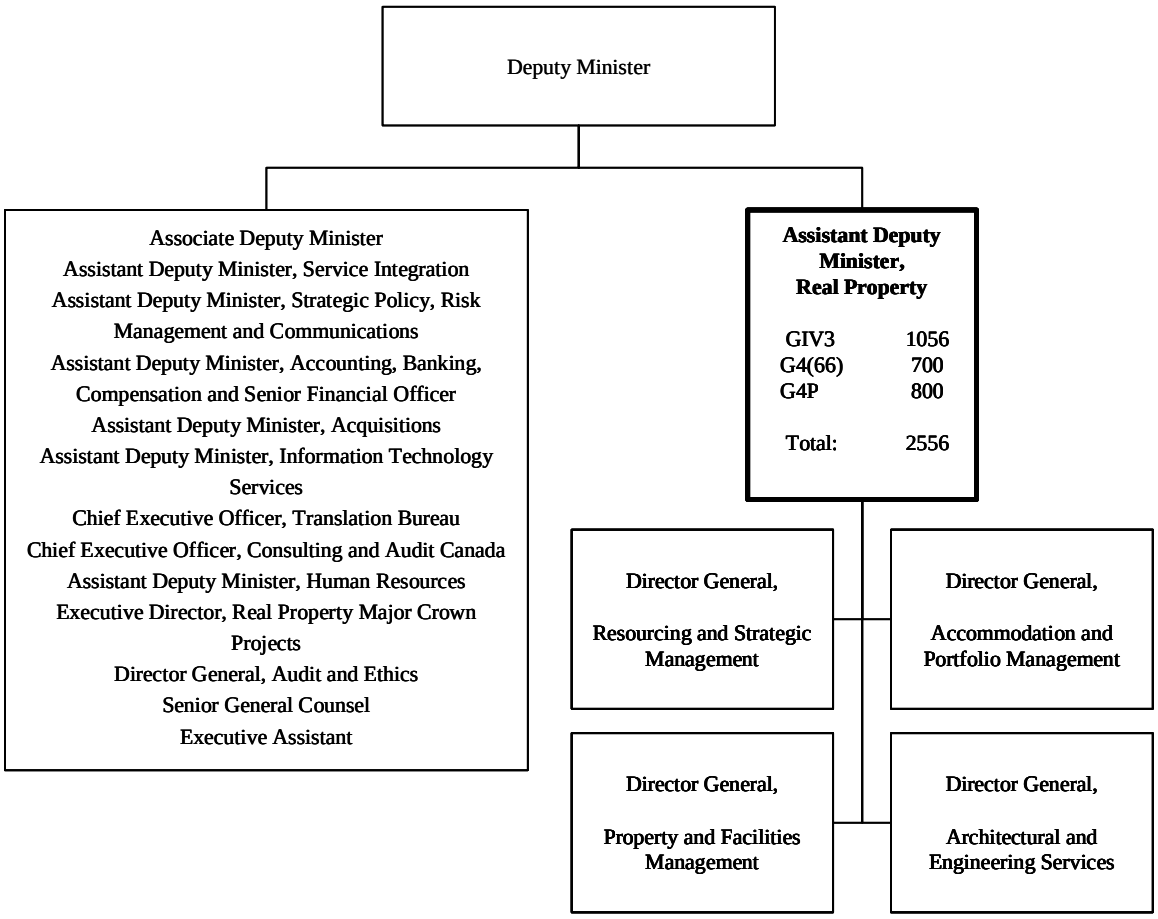
4P The position has a primary impact on all activities undertaken by the Branch. The proxy used to represent these activities is a budget of $26.9 million (constant).

800 Mid-range number reflects the strong influence of the position in providing national leadership in the development of strategic and business objectives and directions, as custodian of all federal real property, and in providing national leadership in the provision of cost-effective real property services.

SUMMARY

GIV3	1056	G4(66)	700	G4P	800	=	2556	A1

ASSISTANT DEPUTY MINISTER
REAL PROPERTY
NUMBER: 10 – H – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 10-H-2

POSITION TITLE: Assistant Deputy Minister, International Trade and Finance

GENERAL ACCOUNTABILITY

Is accountable for developing policies and programs, and for providing advice to advance Canada's interests in the areas of international trade and finance, including tariffs, international assistance, international financial institutions (IFIs), participation in international groups, such as the G7 and the G20, economic and financial relations with other countries, and the effective functioning of the international financial and monetary system.

ORGANIZATION STRUCTURE

This is 1 of 10 positions at the first level reporting to the Deputy Minister (DM). The others are: G7 Deputy; Assistant Deputy Minister, Economic and Fiscal Policy; Assistant Deputy Minister, Economic Development and Corporate Finance; Assistant Deputy Minister, Consultations and Communications; Assistant Deputy Minister, Law Branch and Counsel to the Department; Assistant Deputy Minister, Tax Policy; Assistant Deputy Minister, Financial Sector; Assistant Deputy Minister, Federal-Provincial Relations and Social Policy; and Assistant Deputy Minister, Corporate Services.

Specific responsibilities of the positions reporting directly to the Assistant Deputy Minister, International Trade and Finance, are as follows:

General Director, International Trade and Finance, is responsible for providing senior-level policy advice and recommendations to the Assistant Deputy Minister (ADM), the G7 Deputy, the DM and the Minister of Finance on a broad range of international economic, financial and trade issues; serves as Canada's Alternate Governor for the regional development banks; and represents the Department in other international forums, such as Asia-Pacific Economic Cooperation (APEC).

General Director, International Trade Policy Division, (staff of 33) is responsible for developing policy and providing advice and recommendations on Canada's trade and foreign investment policies, with particular reference to tariffs, import policy, trade remedies, trade disputes and the relevant domestic legislation and regulations, international trade and investment negotiations, Canada-United States relations, and border and security issues; and managing relations with the Canadian International Trade Tribunal.

Director, International Finance and Development Division, (staff of 26) is responsible for developing policy and providing advice and recommendations on

economic and policy developments in overseas economies. The Director is also responsible for overseeing advice on budget issues involving international assistance and debt, Canada's financial relations with developing countries, international financial institution policy toward developing countries and export financing.

Director, International Policy and Institutions Division, (staff of 15) is responsible for managing Canada's relations with IFIs, including the International Monetary Fund (IMF), the World Bank and the European Bank for Reconstruction and Development (EBRD); managing Canada's participation in a range of international groups, such as the G7, G10 and G20 Finance Ministers and Central Bank Governors; and for policy research on a range of international issues, including reforms of the international financial architecture, to improve crisis prevention and resolution and governance of the IFIs, as well as to meet the challenges of globalization.

NATURE AND SCOPE

The Department is primarily responsible for providing the government with analysis and advice on Canada's broad economic and financial affairs. Its responsibilities include preparing the federal budget, developing tax and tariff policy and legislation, managing federal borrowing on financial markets, administering major federal funding transfers to the provinces and territories, developing regulatory policy for the country's financial sector and representing Canada's interests within international financial and economic institutions.

Canada is a major global trading nation, so its economy is heavily dependent on the international trading environment and on the proper functioning of the international financial and monetary system. Consequently, Canada's economic relations with its trading partners and the global economic community are crucial to the country's prosperity.

The ADM plays a major role in ensuring the health of Canada's economy with regard to international trade and finance. The ADM serves as the Minister's chief adviser on international trade and finance issues and directs the Department's activities on these issues in dealings with foreign governments, international financial organizations, other federal and provincial departments, the Bank of Canada, Canadian financial institutions and Canadian business and labour.

The ADM has primary responsibility for strategic policy formulation on international economic and financial matters; economic and financial relations with other countries; participation in international financial groups, such as the G7 and the G20; Canada's relations with the IMF, World Bank, EBRD and other IFIs; renegotiation of international debts owed to Canada; and Finance Canada's general trade and investment policy agenda, including the Customs Tariff and the Special Import Measures Act.

The ADM is responsible for developing policies and proposing initiatives for Canada's participation in international financial organizations, such as the G7, G10 and G20 Finance Ministers' groups. This is of particular importance as the Minister of Finance chairs the G20 and the G7 Finance Ministers' Summit on a rotating basis. The ADM acts as the Finance Sous-Sherpa for the annual G8 Summits. The incumbent is also responsible for Canada's participation in the APEC, Commonwealth and Western Hemisphere Finance Ministers' fora. The ADM is also responsible for Finance Canada's relations with the Organisation for Economic Co-operation and Development (OECD).

The ADM is responsible for proposing initiatives, developing strategies and overseeing negotiations on trade and tariff issues, debt renegotiation, crisis prevention and resolution, and international assistance issues.

The ADM is responsible for formulating Canadian export financing policies in support of Export Development Canada (EDC) and the Canadian Wheat Board. The incumbent ensures that export finance decisions taken by these organizations are consistent with government policy and meet financial and fiscal standards. The ADM is also responsible for providing advice on the international financial activities of the Canadian Commercial Corporation.

The incumbent is responsible for providing advice to the Minister of Finance and, on occasion, to the Prime Minister and other Ministers on international missions dealing with economic and financial issues.

The ADM is responsible for the Department's involvement in Canada-United States economic issues. These include US trade and investment issues; border and border security issues; discussions and negotiations on North American economic cooperation and integration; and other related matters, including relations between Finance Canada, the US Treasury and other agencies. The ADM also plays a key role in security policy issues by coordinating the efforts of other branches.

The incumbent is responsible for making recommendations on appointments to Finance Counsellor positions at posts abroad and on those to the Canadian offices at the IMF, the World Bank, the EBRD, other regional development banks and the Canadian International Trade Tribunal. The ADM also evaluates the performance of Heads of Missions (Ambassadors and High Commissioners) who have important economic responsibilities.

The ADM accompanies or represents the Minister at Cabinet committee meetings. The incumbent also acts for the DM, in his or her absence, at DM committees dealing with international trade and finance. The incumbent is also responsible for leading government delegations to international meetings of the IMF, World Bank, World Trade Organization and OECD.

The ADM ensures that the Branch cultivates and maintains close working relationships with international organizations; foreign governments, particularly

with their finance, trade and aid ministries; provincial governments on trade matters; and other federal government agencies, such as the Bank of Canada, the Canadian International Development Agency, Industry Canada, Foreign Affairs Canada, International Trade Canada, Agriculture and Agri-Food Canada, Fisheries and Oceans Canada and Natural Resources Canada. This involves participation in a variety of international, federal-provincial and interdepartmental meetings and requires frequent and extended travel.

The incumbent, on behalf of the DM, is responsible for providing instructions to the Bank of Canada to issue demand notes to meet Canada's payment obligations to the IMF, World Bank and regional development banks.

The ADM, as a member of the Departmental Executive Committee, is responsible for providing advice on the establishment of the Department's policies, programs and objectives, including fiscal, monetary and budgetary policies. He or she also contributes to the management of the Department by participating in the development and implementation of Department-wide initiatives, such as the Department's Human Resources Plan.

DIMENSIONS (Constant Dollars)

FTEs:	79
Operating budget:	$1.024 million
Major impacts:	
Tariff policy on imports:	Total import trade value $59 billion (import of goods and services)
Tariff revenue:	$3.1 billion
Payment authorization to IFIs:	$63 million

SPECIFIC ACCOUNTABILITIES

1. Ensures that Canadian government policies and initiatives on tariffs, trade and international finance effectively represent Canada's interests and are comparable with and advance domestic economic, industrial and government economic policy priorities and objectives.

2. Directs the preparation of legislation, regulations and instruments giving effect to government policies in the areas of international trade and finance to ensure that these instruments contribute to Canada's international trade policy objectives.

3. Accompanies or represents the Minister at Cabinet committee meetings and the Minister or Deputy Minister at various national and international meetings to ensure that Canada's economic interests and the Department's concerns are effectively represented and advanced.

4. Serves as Canada's lead in negotiating increases to capital subscriptions, as well as the provision of funds for use in the World Bank Group and in the regional development banks.

5. Directs and manages the operations of the International Trade and Finance Branch and ensures effective coordination with the Department's objectives and operations.

EVALUATION RATIONALE

Assistant Deputy Minister, International Trade and Finance

KNOW-HOW

G Mastery of concepts, techniques, processes and theories in international trade and finance; in-depth knowledge of the international economy, the international economic and financial institutions and their respective mandates, organization structures, roles and decision-making processes; comprehensive knowledge of the Bank of Canada, EDC and related domestic financial and economic institutions; and knowledge of the machinery of government, in order to guide the preparation of legislation and regulations as the authority within government on international trade and economic matters.

IV Coordination of government-wide policy on international trade and finance and the continual monitoring of and advising on the economic health of the international trading community.

3 Successful achievement of objectives requires the incumbent to advise the DM, the Minister and parliamentary committees on international trade and finance issues; and to negotiate in Canada's best interests with international institutions.

1056 Highest number reflects the breadth and depth of expected mastery in the fields of international economics, finance and trade, in directing the development of the government's global trade and finance strategies, policies and related legislation.

PROBLEM SOLVING / THINKING

G Thinking within the broadly defined principles and goals and government trade priorities, provides advice and makes recommendations on government programs, such as trade, tariffs, and financial and monetary systems that involve Canada's economic relations with its trading partners and the global economic community in a rapidly evolving international environment.

4 Analytical and constructive thinking required to provide advice and to formulate recommendations on complex and significant government policy matters, such as strategic policy on international monetary matters, including the Department's general trade, customs and tariff policy agenda.

(66) 700 Higher percentage represents the requirement of the position to identify and recommend original proposals, in a dynamic and complex environment, in order to develop new concepts and approaches affecting the government's global economic and international trade policies and objectives.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the DM, is subject to general guidance in formulating recommendations and providing advice on government programs and strategies that have an impact on the government's international trade and monetary policies and relationships with international economic and financial institutions and foreign governments.

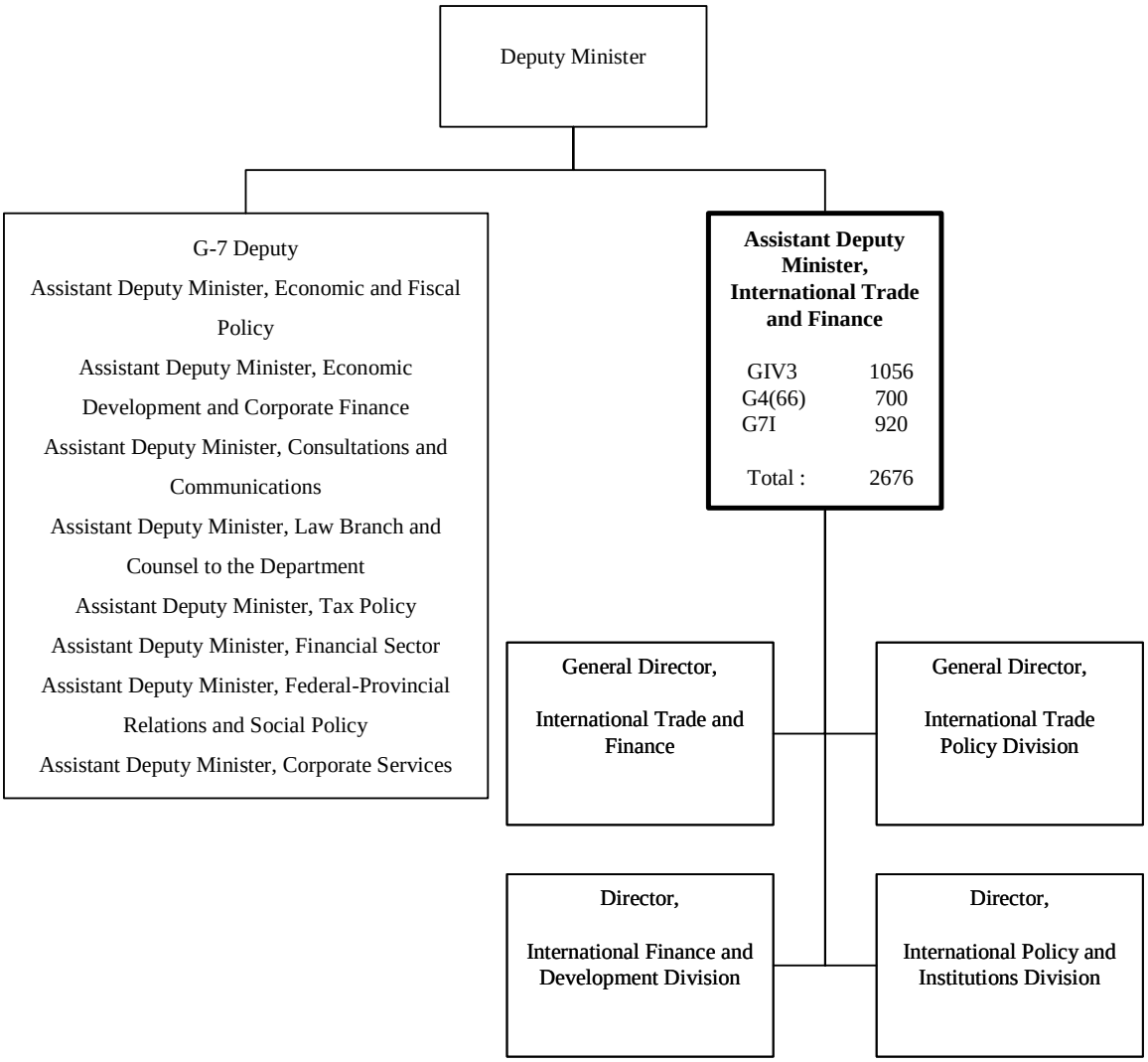
7I The position has an indirect impact on international trade policies and programs undertaken by the Department. The proxy used to represent these activities is $59 billion (constant)—the total value of all Canadian imports in goods and services.

920 High number reflects the freedom to act, the magnitude of the dollars involved and a pull towards contributory impact in terms of the effect of policies and programs on the proxy selected.

SUMMARY

GIV3	1056	G4(66)	700	G7I	920	=	2676	A2

ASSISTANT DEPUTY MINISTER
INTERNATIONAL TRADE AND FINANCE
NUMBER: 10 – H – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 9-H-1

POSITION TITLE: Chief Executive Officer, Translation Bureau

GENERAL ACCOUNTABILITY

Is accountable for providing strategic leadership and directing business approaches to ensure the commercial viability of a special operating agency (SOA) tasked with providing translation, terminology and interpretation products and services to the Parliament of Canada and to all federal government departments and agencies, in both official languages, and in other languages, as required by other levels of government and international organizations.

ORGANIZATION STRUCTURE

This is 1 of 13 positions at the first managerial level reporting to the Deputy Minister. The other positions are Assistant Deputy Minister, Operations; Assistant Deputy Minister, Corporate Policy and Infrastructure; Assistant Deputy Minister, Accounting, Banking and Compensation; Assistant Deputy Minister, Telecommunications and Informatics Program**;** Assistant Deputy Minister, Acquisitions Program; Assistant Deputy Minister, Real Property Program; Assistant Deputy Minister, Human Resources; Chief Executive Officer, Consulting and Audit Canada; Director General, Communications; Director General, Audit and Ethics; Senior General Counsel; and Chief of Staff.

The specific functions of the positions reporting to the Chief Executive Officer, Translation Bureau, are as follows:

Vice-President, Operations, (1,150 employees) is responsible for developing and managing a business environment conducive to promoting the Bureau's financial viability through the sale and delivery of translation and linguistic services in the federal government, other levels of government and international organizations; directing the development and implementation of business strategies, projects and operational plans to establish and maintain the Bureau's pre-eminence as a supplier of translation and related services; and designing and implementing strategies and approaches to establish partnerships with private sector suppliers.

Vice-President, Client Services, (26 employees) is responsible for maximizing revenues by promoting the Bureau's role and presence as a centre of expertise and enhancing the Bureau's reputation as a preferred provider of linguistic products and services; establishing pricing strategies that ensure the Bureau's financial soundness in the context of optionality; extending the Bureau's vertical market to encompass provincial and municipal governments and international organizations; and directing promotion, research, sales and marketing activities.

Vice-President, Technology Management and Corporate Services, (49 employees) is responsible for developing and managing service procedures and processes, including human resources, finance and administration, contracting, information systems and technologies management, accommodation and equipment management, and communications, in the context of a cost-recovery organization; and developing and implementing infrastructures and strategic frameworks to increase the Bureau's relevance and contribution.

Director, Terminology and Standardization, (107 employees) is responsible for developing and implementing strategies, plans and initiatives to formulate and provide a comprehensive and professional program of terminology research, management and dissemination in the federal Public Service; and representing Canada internationally in terminology and language planning.

Director, Parliamentary Translation and Interpretation Services, (207 employees) is responsible for developing and implementing policies, strategies and methods aimed at producing Parliamentary publications in the other official language; delivering strategic and technical linguistic services to the Parliament of Canada; delivering interpretation services in the official, foreign and visual languages for all federal departments and agencies; establishing and maintaining partnerships; and negotiating service agreements.

NATURE AND SCOPE

The Department is recognized as a supplier of common central services. It is mandated to provide the departments, boards and agencies of the federal government with mandatory and optional services at cost in support of their programs.

The Translation Bureau is an SOA whose mission is to support the Government of Canada in its efforts to provide linguistic services to and to communicate with Canadians in the official language of their choice.

Translation and linguistic services for departments and agencies are financed through a revolving fund and are provided on a cost-recovery basis. Therefore, the Bureau must adopt business approaches designed to establish, maintain and broaden market standards, to sustain competition and to generate enough revenue to deliver its programs and remain at the leading edge of technology.

The Chief Executive Officer (CEO) is responsible for establishing the organization's principles of enhanced accountability, innovation and entrepreneurship aimed at raising the Bureau's profile and improving its economic viability. To this end, the CEO directs the development of strategies, plans and policies to maintain the Translation Bureau's financial viability as an optional service operating from a revolving fund, whose survival depends on its ability to attract, satisfy and retain clients. He or she is responsible for directing

the operational plans that promote and strengthen the Bureau's position as a leader in the language market.

Technology, globalization and multiculturalism are key factors in the Bureau's increasingly important role in government programs. The CEO must therefore work toward a fundamental transformation in the orientation of its service delivery methods, organizational structures, partnerships and strategic investments in order to deal with the government's constantly diversifying program and service delivery methods and to communicate with Canadians in the official language of their choice, and to deal with an environment where service delivery and communications are increasingly complex and technically demanding. The incumbent must also ensure constant renewal of the organization's language professionals to meet growing demand and diverse client expectations.

The CEO is responsible for ensuring that the Bureau's marketing strategy promotes the Bureau as the supplier of choice for linguistic products and services, while maintaining and enhancing current client relations and seeking to exploit new opportunities to achieve the objectives of self-financing by generating revenue. Thus, the incumbent defines the new strategies and initiatives that help the Bureau achieve its business objectives and enhance its credibility and reputation as a supplier of choice for linguistic products and services to other levels of government both nationally and internationally. He or she must also direct the design of pricing policies and structures for Bureau services billed to clients, and ensure that these prices are comparable to and competitive with those charged in the private sector for services of equivalent quality and level.

A particularly complex challenge faced by the CEO relates to the Bureau's human resources. Canada's translation industry as a whole is now experiencing a serious shortage. As head of the largest employer of language professionals in the country, the CEO is responsible for protecting and increasing the pool of language professionals available to provide linguistic services. The CEO is also responsible for renewing the Bureau's workforce through intensive recruitment. The CEO ensures that partnerships are formed with Canadian universities and colleges to promote careers in linguistic service delivery. In so doing, the incumbent helps recruit students for the language programs at those institutions and helps increase the number of graduate language professionals.

With the growth of electronic commerce in the private sector and on-line services in the public sector, the CEO must also ensure that the Bureau keeps up to date with new technologies and technological tools. To that end, the CEO directs investment in the development or purchase of technolinguistic tools adapted to new realities and to training translators and language technology experts to meet the many different client requirements.

The CEO continually consults senior management in the departments and central agencies to discuss government policy and priority changes and linguistic service

requirements, prepare demand projections, study opportunities for cooperation, obtain advice on linguistic service quality and help raise linguistic standards in Canada and abroad. The CEO communicates with senior management in other levels of government in Canada and abroad to review opportunities for providing linguistic services, establish programs and discuss policy and program applications to solve problems. He or she also consults senior managers who represent business, industrial and professional associations in order to exchange information, solve problems and negotiate linguistic service delivery terms under the Treasury Board's Common Services Policy.

DIMENSIONS (Constant Dollars)

FTEs:	1,784
Operating budget:	$27.5 million

SPECIFIC ACCOUNTABILITIES

1. Oversees the development of strategic frameworks, plans and policies designed to position the Translation Bureau as a leading supplier of translation, interpretation and terminology services for Canada's Parliament, all federal departments and agencies, other levels of government and international organizations.

2. Directs the preparation and implementation of product development and marketing strategies designed to maintain and expand the Bureau's client pool and ensure that the organization remains competitive.

3. Establishes the Bureau's principles of enhanced accountability, innovation and partnership, in order to raise the Bureau's profile and improve its economic viability so that it can respond proactively to the steadily growing and increasingly diverse demand for linguistic services.

4. Ensures that information management and information technology needs meet requirements, and that appropriate strategies and initiatives are developed and implemented to promote operational objectives.

5. Ensures that Bureau professionals have high-level skills that enable them to provide top-quality services, by directing the development, implementation and upholding of standards for the required training and development.

6. Directs Translation Bureau service delivery by ensuring that clients obtain consistently high-quality services; and developing and implementing criteria, guidelines and performance standards that promote the principles of quality management and continuous service improvement.

EVALUATION RATIONALE

Chief Executive Officer, Translation Bureau

KNOW-HOW

G Mastery of the principles, concepts, techniques, practices, trends and developments related to the delivery of translation, terminological and interpretation services; mastery of the business principles and marketing strategies and practices related to supplying services in a cost-recovery environment; and in-depth professional knowledge of the principles and practices of planning, resource allocation and human resources management.

IV Conceptual and operational management of a program that operates within three general sources of funds and is the focal point for providing linguistic services to numerous and diverse clients. Corporate business leadership is required to maintain and expand a revenue-generating operation.

3 Successful achievement of objectives requires critical human relations skills to direct a large decentralized staff in the national delivery of services and to foster and establish client relations in both the private and public sectors.

920 Mid-range number reflects the solid mastery of a specialized field, which is required to manage a decentralized SOA that has three general funding sources and delivers national services to federal and other levels of governments and to international organizations; the requirement to establish and retain a competitive position in the marketplace; and the leadership role in setting professional standards in the delivery of specialized services.

PROBLEM SOLVING / THINKING

G Thinking is done within government-wide policies and general principles governing linguistic services, and within the broad business and strategic priorities and objectives of the government and the Department.

4 Analytical and constructive thinking is required to provide superior service to clients, as a leader in linguistic services in Canada. The position is required to develop innovative marketing strategies and methods in a fee-for-service environment for the delivery of competitive products and services to support the ongoing management of the

organization.

(66) 608 Higher percentage recognizes the provision of strategic leadership in directing the development and implementation of marketing strategies and new product lines to develop an expanded client base, while reflecting the management scope and intricacies of managing an SOA in a competitive business environment based on cost-recovery and a revolving fund.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, provides corporate leadership in structuring business strategies, processes and practices required to ensure a commercially sound SOA engaged in the delivery of translation, terminology and interpretation services throughout the Public Service and to clients in all levels of government and international organizations.

4P Primary impact on the Bureau's operations as represented by an operating budget of $27.5 million (constant).

700 Standard number reflects the size of the budget and the impact of the position in developing and implementing strategies and initiatives to deliver linguistic services to client departments and agencies within the context of revenue dependency.

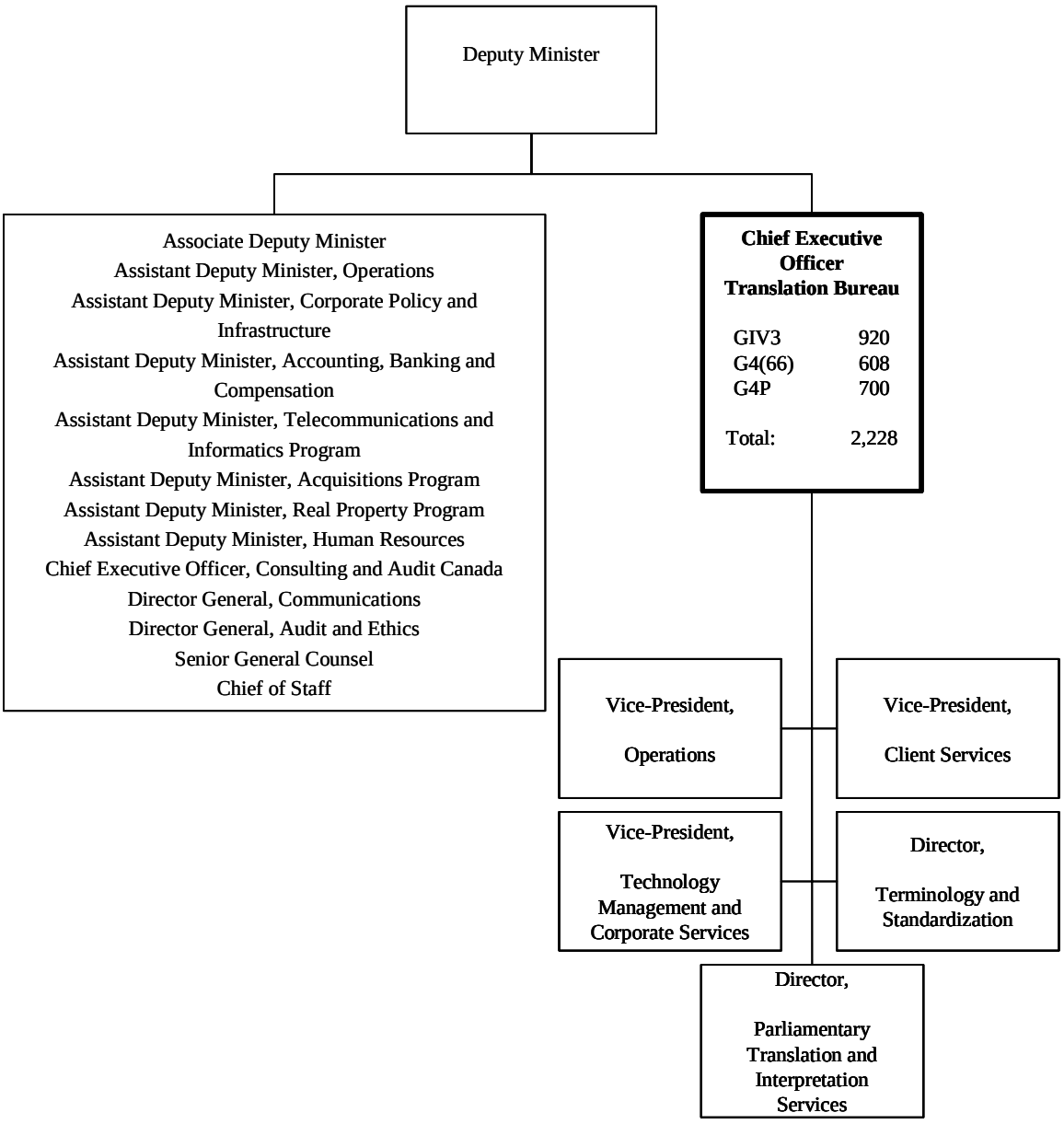
SUMMARY

GIV3	920	G4(66)	608	G4P	700	=	2228	A1

HIEF EXECUTIVE OFFICER

TRANSLATION BUREAU

NUMBER: 9 – H – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-H-1

POSITION TITLE: Assistant Secretary, Senior Personnel and Special Projects

GENERAL ACCOUNTABILITY

Is accountable for providing leadership as the government authority on Public Service management issues related to human resources management priorities and initiatives; and managing and terminating Governor-in-Council (GiC) and Deputy Minister (DM) appointments across the Public Service.

ORGANIZATION STRUCTURE

This is one of four positions reporting at the second managerial level to the Deputy Secretary to the Cabinet. The others are Visiting Assistant Deputy Minister; and Special Advisor, Management Priorities.

Specific functions of the four positions reporting directly to the Assistant Secretary, Senior Personnel and Special Projects, are as follows:

Director, Human Resources Management Policies and Priorities, (staff of 8) is responsible for managing a centre of policy expertise engaged in developing, promoting and advancing strategic advice and guidance for identifying and addressing corporate issues related to the sustainable renewal of human resources in the Public Service; and providing support to the Clerk of the Privy Council—the Head of the Public Service—in promoting and advancing the government's agenda for Public Service reform and in developing strategies and initiatives to address priority issues related to Public Service renewal.

Director, Talent Development and Human Resources Planning, (staff of 4) is responsible for providing professional advice and assistance to the Assistant Secretary in the management of a centre for assisting the DM community in addressing career management issues; developing policies and processes to enhance the leadership and performance management of the senior executive cadre (EX-4 and EX-5 levels); researching and analysing trends and developments in the management of senior level human resources; and providing secretariat services for the Committee of Senior Officials (COSO).

Director, Appointments, Recruitment and Succession Planning, (staff of 7) is responsible for the development and implementation of operational policies, processes and systems for recruiting and appointing GiC and DM appointees; developing and implementing innovative approaches to the recruitment of talent from the private sector; providing advice on the appropriate terms and conditions of GiC appointments; managing a comprehensive program on conflict of interest,

and values and ethics for senior personnel; and providing support to the Prime Minister's Office in the management of the GiC selection and appointment process.

Director, Compensation Policies and Programs, (staff of 4) is responsible for the development and implementation of operational policies, programs and systems for the GiC, as well as terms and conditions of appointment, and compensation and benefits programs; and maintains an effective working relationship with the Prime Minister's Office.

NATURE AND SCOPE

The Privy Council Office is primarily responsible for providing information, advice and services to the Prime Minister in relation to the Prime Minister's responsibilities as Head of the Government and the Federation. Functioning as the interface between Ministers and the permanent administrative structure of government, the Office ensures that the government's priorities and objectives are transmitted for implementation and administration and provides Secretariat services, support for decision-making processes, and policy advice to the Cabinet and to the Chairs of Cabinet committees.

The Assistant Secretary is responsible for formulating and advancing the human resources management agenda for the Public Service and for initiating policy development and implementation strategies covering corporate senior human resources management.

The Assistant Secretary provides professional and managerial advice and policy leadership related to the senior appointment system, succession planning, leadership development, performance management, compensation and benefits, and conflict of interest matters for senior officials, such as Associate Deputy Ministers, Deputy Ministers and GiC appointees.

Within this mandate, the Assistant Secretary is responsible for monitoring and reporting on various aspects of the renewal agenda, including concepts and approaches required for supporting various initiatives under the umbrella of Results for Canadians, including modernization of the comptrollership function, portfolio management and DM accountability.

The incumbent is also accountable for monitoring government-wide corporate support and the impact of human resources modernization plans and initiatives on recruitment, staffing, classification, labour relations, collective bargaining, pay and benefits, values and ethics, and employment equity matters impacting the workforce of the future and the government's ability to attract and retain a skilled workforce.

The Assistant Secretary directs the management of the classification, annual performance and salary review, and compensation process for the GiC

community; DMs; chairs and chief executives of Crown corporations; and heads of agencies, boards and commissions. The incumbent is responsible for directing the GiC appointment process, including interviews, selection and appointment recommendations to the Prime Minister's Office and Cabinet. The incumbent is also responsible for directing the high-flyer review undertaken by COSO, and integrating these results into the senior officer succession management process. The incumbent works closely with the Public Service Commission and with Foreign Affairs Canada to identify key positions in the Public Service or with international organizations (the United Nations, the Organization for Economic Co-operation and Development and the World Bank) to ensure the placement of highly qualified Canadians.

The Assistant Secretary is responsible for supporting the work of the Advisory Committee on Senior Level Retention and Compensation as it applies to the GiC community. This includes preparation of research, briefings and recommended courses of action for the Committee Chair. A key challenge is to remain aware of current national and international trends in executive compensation in both the private and public sectors in order to analyse and make recommendations on Treasury Board Secretariat and other compensation data submitted to the Advisory Committee.

One of the key challenges is to provide advice to the Clerk and Prime Minister as to appropriate individuals to fill the highest government positions as well as advice on appropriate compensation, benefits and relevant career and succession management matters. In meeting this challenge, the Assistant Secretary provides advice to the Prime Minister and the Chair of the COSO, who is the Clerk of the Privy Council, on managing meetings and resolving potential conflicts, based on the knowledge of the differing opinions of key stakeholders.

In carrying out these duties, the incumbent has contact with a broad range of senior officials in the federal government, including the Secretary of the Treasury Board, the DM of Justice, other DMs and the Heads of Crown corporations, agencies and government boards, such as the Public Service Commission, the Public Service Human Resources Management Agency and the Canada School of Public Service, as well as in private consulting firms, on issues affecting the general direction of human resources management reform initiatives, and senior appointments and compensation

DIMENSIONS (Constant Dollars)

FTEs:	28
Operating budget:	$335,000

Policy advice for human resources management policy affecting the federal Public Service represented by the Public Service payroll of $1.3 billion.

SPECIFIC ACCOUNTABILITIES

1. Provides leadership in identifying critical public administration management issues and develops options for resolving them by recommending courses of action or negotiating approaches to ensure the most effective solutions to broad management issues.

2. Directs the development of major policy initiatives and proposals, briefing materials and recommendations for the consideration of the Clerk of the Privy Council or the Prime Minister to ensure that the government's priority of improving corporate human resources management policies and practices maintains its momentum across the Public Service.

3. Leads the planning, development and implementation of human resources management policies, practices and strategies. This involves the recruitment and appointment, career management, performance assessment, compensation and termination processes for the GiC population to ensure the proper appointment process and the effective career management of the most senior leaders in government.

4. Provides advice and recommendations to the Clerk, the COSO and the Prime Minister to facilitate the appointment and compensation of senior officials.

5. Assists in the coordination of the operations of the Advisory Committee on Senior Level Retention and Compensation with a view to providing the Committee with the best advice on compensation data and practices that affect the compensation of the GiC population.

6. Manages the Branch by establishing managerial objectives, targets and standards of performance, as well as staff development requirements.

EVALUATION RATIONALE

Assistant Secretary, Senior Personnel and Special Projects

KNOW-HOW

G Mastery of concepts, theories, techniques and practices in the field of human resources management; in-depth knowledge of all aspects of Public Service operations, including the roles and interrelationships of departments, Crown agencies, boards and commissions, with particular emphasis on knowledge of organizational structures, departmental responsibilities and specific mandates; and in-depth professional knowledge of senior management competencies, selection practices, performance evaluation processes, and compensation and benefits practices in the public, quasi-public and private sectors.

III Coordination of policy formulation and advice on a range of related human resources management programs and issues impacting the GiC population and the Public Service as a whole.

3 Successful achievement of objectives requires developing effective interpersonal relationships in dealings with peers and superiors by presenting advice, and leading and participating in discussions with senior officials up to the Prime Minister level.

800 Highest number indicates the tendency toward a broad managerial know-how in integrating and managing policy issues and operational programs affecting the government's broad management agenda.

PROBLEM SOLVING / THINKING

F Thinking is done within the government's broad policy and program agenda to articulate long-term human resources management issues across the Public Service.

4 Analytical, constructive thinking is needed to provide advice and formulate recommendations on a wide variety of complex and significant matters, such as recommendations on new government human resources management practices and policies.

(57) 460 Higher percentage reflects a tendency toward creative thinking requiring the application of more imaginative approaches, usually under some pressure, in the formulation of government human resources management policy and in successfully promoting new human resources corporate management practices.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Deputy Secretary at the second level, is subject to only general direction in formulating recommendations and providing advice on human resources management practices and for decisions impacting the appointment, compensation and career management of the GiC community.

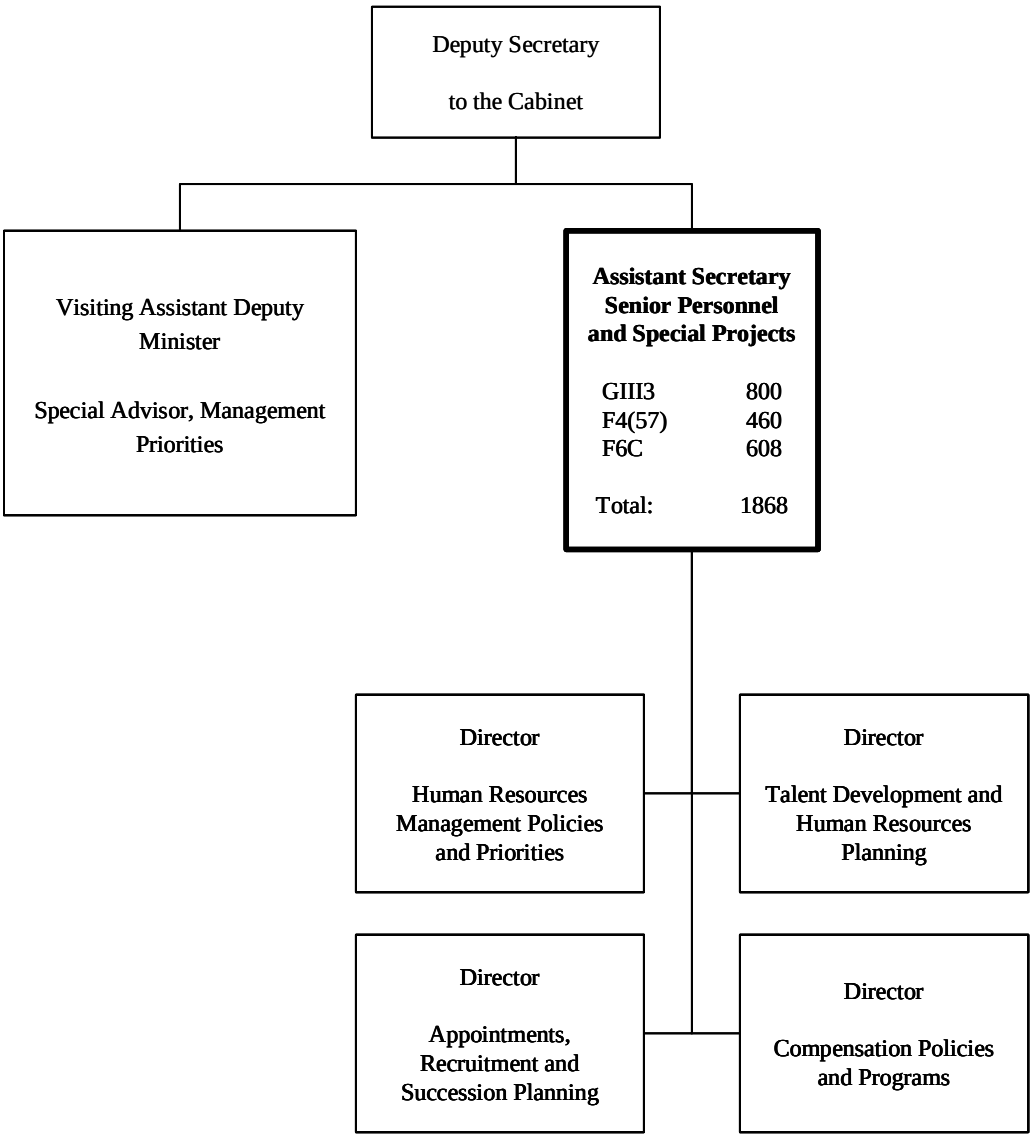
6C Position has a contributory impact on the provision of human resources management advice and services government-wide. The proxy selected to represent these operations is the payroll for the core Public Service of $1.3 billion (constant).

608 Highest number reflects the strong freedom to act, the position's impact on corporate policy and on the selection and professional development of the DM and GiC appointee community, as well as the position's advisory role on the direction of human resources management practices in the Public Service.

SUMMARY

GIII3	800	F4(57)	460	F6C	608	=	1868	A2

ASSISTANT SECRETARY
SENIOR PERSONNEL AND SPECIAL PROJECTS
NUMBER: 8 – H – 1



EXECUTIVE GROUP BENCHMARK

NUMBER: 8-H-2

POSITION TITLE: Assistant Secretary to the Cabinet (Machinery of Government)

GENERAL ACCOUNTABILITY

Is accountable for providing leadership in identifying, addressing and resolving a broad range of strategic and operational issues associated with the governance and operational structures of the Canadian parliamentary and cabinet system of government and the Public Service of Canada to ensure the effective resolution of issues and the introduction of innovative and modern approaches affecting the machinery of government.

ORGANIZATION STRUCTURE

This is one of two positions at the second managerial level reporting to the Deputy Secretary. The other is the Assistant Secretary, Legislation and House Planning / Legal Counsel.

Specific responsibilities of the positions reporting directly to the Assistant Secretary to the Cabinet (Machinery of Government) are as follows:

Director, Operations, is responsible for directing the analysis of machinery of government issues, developing proposals and providing advice on those issues and assisting the Assistant Secretary to the Cabinet (Machinery of Government) with the internal management of the Machinery of Government Secretariat.

Director, Strategic Policy, is responsible for directing the development and analysis of strategic policy issues and providing advice on the principles and operations of the Canadian system of parliamentary and cabinet government.

Privy Council Officers are responsible for advising and supporting the Assistant Secretary on matters relating to the principles and operations of the Canadian system of parliamentary and cabinet government in assigned portfolio areas; and conducting work on legal and constitutional issues related to non-departmental bodies, such as agencies, boards, Crown corporations and tribunals.

NATURE AND SCOPE

The Privy Council Office (PCO) is primarily responsible for providing information, advice and services to the Prime Minister in relation to the Prime Minister's responsibilities as Head of the Government and the Federation. Functioning as the interface between Ministers and the permanent administrative structure of government, the PCO ensures that the government's priorities and objectives are transmitted for implementation and administration and provides Secretariat services, support for decision-making processes, and policy advice to the Cabinet and to the Chairs of Cabinet committees.

It is in this context that the Assistant Secretary to the Cabinet (Machinery of Government), as the government authority on the workings of the Canadian system of government, is accountable for providing professional and managerial leadership on machinery of government matters. The incumbent provides the creative and intellectual focal point for the development of a coherent approach to managing machinery of government issues and challenges by identifying, analysing and prioritizing these issues, and providing appropriate advice and recommendations to the Prime Minister and the Cabinet.

The Assistant Secretary is also responsible for providing authoritative advice to the Deputy Secretary to the Cabinet and the Clerk of the Privy Council on the structure, decision-making procedures and operations of Cabinet and its committees. The incumbent conducts analysis and provides advice on the cohesion of the government ministry as a whole regarding the relations of the government with Parliament and the Crown, the roles and responsibilities of Ministers, and on the organization and structure of government.

In meeting this challenge, the Assistant Secretary is called upon to identify and provide advice on solving any problems with respect to the distribution of responsibilities among Ministers and on the organization of government. The incumbent directs the analysis of and makes recommendations on the structure and organization of government, including possible changes to the mandates of departments, agencies, Crown corporations and other federal institutions. To exercise this responsibility, the incumbent must find innovative solutions that require an understanding of the changing relationship between the government and its citizens, innovations occurring in other levels of government, policy imperatives of the government's agenda, and rapidly evolving forms of program and service delivery.

The Assistant Secretary is responsible for developing and implementing approaches and processes to ensure continuity when governments change. This responsibility involves advising departing Prime Ministers, advising incoming Prime Ministers on establishing their administration, and developing and delivering briefings for new Ministers and advising them on their obligations for complying with the ministerial ethical standards and guidelines.

The Assistant Secretary is responsible for providing oversight during the creation, wind-up and consolidation of departments, agencies and other federal institutions. In this context, the incumbent plays a stewardship role in that he or she ensures that the creation of an institution or an alternative agency for delivering programs and services does not dilute the integrity of the “public good” responsibility that must be exercised by government. The incumbent is accountable for informing the Prime Minister and the Clerk on progress, providing leadership and facilitating the work of the officials charged with creating those institutions, including identifying implementation issues and providing appropriate solutions to address them.

The Assistant Secretary is responsible for managing legislation that is within the Secretariat’s jurisdiction, such as the bill governing the ethical behaviour of parliamentarians. The incumbent is responsible for managing the entire legislative process—from advising the Prime Minister on the scope of the legislation, providing instructions to drafters in the Department of Justice and guiding the passage of the bill through both chambers of Parliament to royal assent and proclamation.

The Assistant Secretary is responsible for providing corporate policy and program leadership for managing the horizontal coordination of files across the Public Service by addressing issues that cut across departmental responsibilities or that require the participation of a number of government stakeholders. In meeting this challenge the incumbent oversees the analysis, preparation and presentation of recommendations on such matters to the Deputy Secretary and, through him or her, to the Prime Minister.

The Assistant Secretary is responsible for contacting Deputy Ministers and other senior officials directly to resolve machinery of government issues. A major challenge is to develop collaborative working relationships with the senior officials at PCO and in line departments in order to address difficult and politically sensitive matters that in most cases touch directly on the responsibilities of Ministers and their relations with one another.

The Assistant Secretary is responsible for representing the PCO at national and international meetings, as Vice-Chair of the Governance Committee. The incumbent is called upon to provide leadership on the international scene for articulating and advancing innovative views on modern public governance. The incumbent also provides advice and secretariat services to the Clerk during the Clerk’s annual meeting with his or her provincial colleagues. The incumbent supervises the preparation of speeches and papers for the Prime Minister, the Clerk and the Deputy Secretary on matters related to the structure and operations of Canadian government.

DIMENSIONS (Constant Dollars)

FTEs:	12
Operating budget:	$110,000

The position can impact any component of the government's expenditures, as represented by an operating budget of $27 billion.

SPECIFIC ACCOUNTABILITIES

1. Provides advice on the roles and responsibilities relating to parliamentary and cabinet government, the division of responsibilities among the Prime Minister and Ministers, and the values and ethics to be promoted within the Parliamentary system in order to ensure the effective operation of the various components of the parliamentary and cabinet system.

2. Provides advice and recommendations to the Deputy Secretary and the Clerk in developing and managing broad, cross-cutting strategies to identify and implement the best possible approaches to address jurisdictional differences among Ministers in order to ensure cohesion in the Cabinet decision-making process.

3. Provides leadership and advice on the creation, wind-up and consolidation of government departments, agencies and other federal institutions to ensure the smooth and efficient introduction of new program and service delivery organizations to serve Canadians.

4. Provides advice on the role and accountabilities of Ministers, Secretaries of State and Deputy Ministers to ensure a good understanding of roles and responsibilities among these elected and appointed officials.

5. Directs the development of policies and provides advice and oversight for the development and implementation of legislation related to the integrity of the government and the Public Service in order to ensure that conflict of interest legislation and policies for politicians and Ministers remain responsive to the needs of the government and the Public Service.

6. Directs the PCO liaison with the Auditor General and provides advice to the Clerk and the Prime Minister on the work of the Auditor General with respect to the operations of the PCO and the Public Service as a whole.

EVALUATION RATIONALE

Assistant Secretary to the Cabinet (Machinery of Government)

KNOW-HOW

G Mastery of concepts, techniques, processes and theories related to the executive branch of government (the Crown, represented in Canada by the Governor General), Cabinet operations and the Public Service of Canada; in-depth knowledge of their respective mandates, organizational structures, roles, decision-making processes, responsibilities and legislation; and comprehensive knowledge of the conflict of interest policies and guidelines for government members in order to serve as the authority and responsibility centre on those matters within government.

IV Coordination at the policy level of the machinery of government and the continual monitoring of and advising on the principles and operations of parliamentary and cabinet government in Canada.

3 Successful achievement of objectives requires the incumbent to advise the Deputy Secretary, Clerk and Prime Minister on machinery of government issues; and to advise senior members of the government and the bureaucracy on machinery and conflict of interest matters.

800 Number reflects the degree of knowledge and expertise required to manage and provide leadership across the Public Service for a specialized strategic central agency function.

PROBLEM SOLVING / THINKING

G Thinking is done within the broadly defined government priorities and goals to provide expert advice and make recommendations on government-wide strategic directions to guide the executive level of government in its relationships with Parliament, the Cabinet, Ministers and heads of departments and agencies.

4 Analytical and constructive thinking is required to provide advice and formulate recommendations on a wide range of complex and significant matters, such as the development of new conflict of interest legislation for Cabinet Ministers or recommending new organizational government structures or alternative service delivery strategies.

(66) 528 Higher percentage represents the leadership requirement of the position to identify and recommend original proposals in order to develop new concepts and governance approaches affecting the most senior levels of government.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Deputy Secretary, is accountable for the effective functioning of the Machinery of Government Secretariat and for critical analysis of and advice on issues relating to the principles and operations of cabinet government.

7C The position has a contributory impact on all activities undertaken by the Secretariat. The proxy used to represent these activities is the federal expenditure budget of $27 billion (constant).

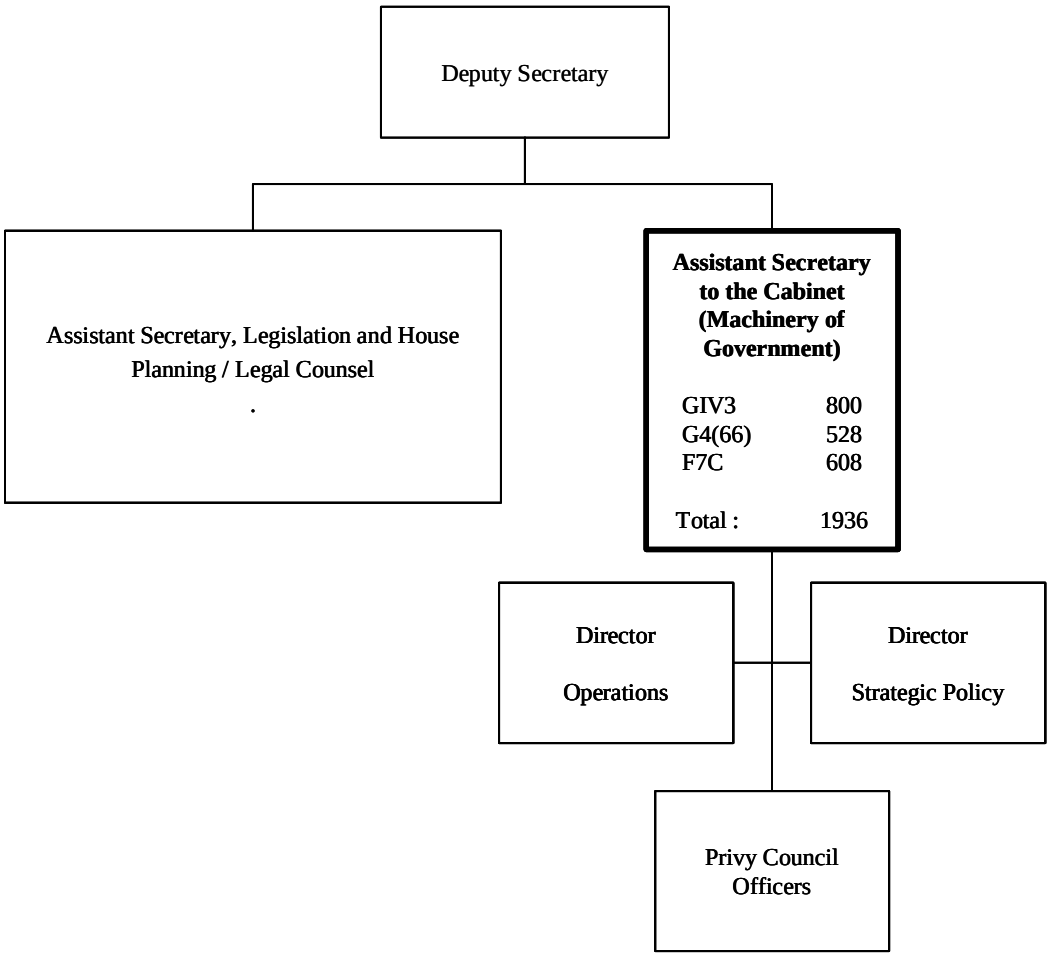
608 Low number reflects the tendency toward indirect impact and the lower dollar amount for magnitude.

SUMMARY

GIV3	800	G4(66)	528	F7C	608	=	1936	A1

ASSISTANT SECRETARY TO THE CABINET (MACHINERY OF GOVERNMENT)

NUMBER: 8 – H – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-H-1

POSITION TITLE: Director General, Banking and Cash Management

GENERAL ACCOUNTABILITY

Is accountable for planning, organizing and directing the management of Receiver General functions involving government-wide administration of the flow of all public money and disbursements to ensure that the Government of Canada manages its cash resources economically and effectively.

ORGANIZATION STRUCTURE

This is one of five positions at the second level reporting to the Assistant Deputy Minister, Accounting, Banking and Compensation. The others are the Director General, Central Accounting and Reporting; the Director General, Compensation; the Director General, Superannuation, Pension Transition and Client Services; and the Director, Cheque Redemption Control.

Specific responsibilities of the six positions reporting to the Director General, Banking and Cash Management, are as follows:

Director, Payment Products and Services, (staff of 73) is responsible for the delivery of all of the government's payments issued on behalf of the Receiver General; providing corporate direction for research, design, development, implementation and delivery of payment products and services.

Director, Banking Arrangements, (staff of 17) is responsible for directing the development, implementation and administration of management frameworks, business approaches and information systems to support the government's banking facilities; and managing private sector banking service arrangements to support Consolidated Revenue Fund cash transactions.

Director, Strategic Systems Management, (staff of 15) is responsible for leading and facilitating the conceptualization, development, maintenance and enhancement of mission-critical systems used to control all payments and banking transactions.

Manager, Cash Management Operations, (staff 15) is responsible for planning, developing and implementing approaches, processes and procedures for cash monitoring and control, Receiver General banking operations, zero-balance accounts and settlement control, cash reports, and maintenance of systems and procedures for departments and agencies operating from the Consolidated Revenue Fund.

Manager, Business Infrastructure Support, (staff of 7) is responsible for managing the operations of business infrastructure support facilities, including budget planning, training and advisory services; and identifying human and equipment requirements and service delivery strategies and plans.

Manager, Payment Standards, (staff of 6) is responsible for developing payment, receipt, reconciliation and redemption standards for all disbursements made from the Consolidated Revenue Fund; and providing functional direction on public money banking to regional offices.

NATURE AND SCOPE

The Department is a common and central service provider with a mandate to provide other departments and agencies with mandatory and optional services on a fee-for-service basis. Services include construction, maintenance and repair of public works and federal real property; provision of office accommodation and other facilities; provision of architectural and engineering advice and services; planning for and acquisition of supplies and services; planning and coordination of telecommunications and informatics services; provision of centralized accounting and cash management services; provision of consulting and auditing services, and translation and related services; performance of the Receiver General of Canada function; and provision of administrative and other services in relation to employee benefits, superannuation and pension plans, and disbursement of pay to public servants.

It is within this context that the Director General, Banking and Cash Management, is accountable for planning, organizing and directing the management of those functions of the Receiver General relating to the Consolidated Revenue Fund for the Government of Canada as a whole. These activities are governed by a number of acts, including the Canada Act, the Financial Administration Act, the Bank Act, the Trust and Loans Act, the Bills of Exchange Act, the Currency and Exchange Act, the Canadian Payments Act and the Appropriations Acts.

The Director General is accountable for developing longer-term, strategic approaches, policies and plans for improving the Receiver General treasury function by identifying future business requirements and ensuring the integration of broader government-wide initiatives, such as Government On-Line. A major challenge is the increasing number of horizontal initiatives and emerging technologies that are impacting the Receiver General business line and require the development of partnerships with key stakeholders in other government departments, other levels of government and the private sector in order to enhance the effectiveness and efficiency of the government’s treasury and cash management operations.

The Director General is responsible for all Receiver General payment operations, including the cost-effective delivery of socio-economic and other non-personnel

payments. In carrying out these responsibilities, the incumbent directs the program design and the operational planning, development and implementation of new processes and systems in order to enable the end-users, client departments and agencies to assume greater accountability for their business payments. By increasing the functionality of the payment systems and processes, the incumbent is expected to achieve significant financial savings.

The Director General is accountable for directing negotiations with financial institutions and other service providers in Canada and abroad to secure banking services and to determine the fees to be paid for the services rendered. The incumbent also directs the payment of compensation to financial institutions for services rendered.

The Director General is responsible for ensuring that client departments are supported in the most cost-effective manner, that payments are accurate, and that recipients receive their payments quickly. The challenge is to find cost-effective payment solutions for client departments that address all of their banking needs while balancing their individual requirements with the benefits of introducing common systems to reduce government payment processing costs.

The Director General is responsible for ensuring that the Directorate maintains sufficient knowledge and expertise of modern financial management banking and accounting standards, practices and policies to be able to provide expert advice to clients, functional advice to regional operations staff and policy leadership to the senior management team for implementing new policies, standards, systems and business practices.

The Director General represents the Department and maintains effective working relationships with officials in the Office of the Auditor General, the Treasury Board Secretariat, other departments and agencies, and the private sector to discuss, resolve, negotiate and agree upon a wide range of issues associated with treasury-systems development, related government policies, and banking and accounting requirements. There are frequent contacts with provincial governments regarding payments to and from the federal government and regarding matters of common interest, such as deposit processes and emerging technologies.

DIMENSIONS (Constant Dollars)

FTEs:	133
Operating budget:	$13.2 million
Revenues:	$2.2 million

SPECIFIC ACCOUNTABILITIES

1. Directs the development, implementation and management of a comprehensive framework of banking and cash management policies, systems, procedures and processes, based on modern principles, practices and standards of accountancy and expenditure management, in order to ensure that appropriate financial cash management and control mechanisms are operating in the federal government, in accordance with relevant government legislation and policies.

2. Directs the delivery of payment operations to ensure the accurate and timely disbursement of funds on behalf of the Receiver General. This accountability includes directing the negotiation of banking service agreements with financial institutions.

3. Provides strategic policy and functional advice and direction to departmental managers at headquarters and in the regions, and senior officials in other government departments and other levels of government to ensure the consistent and appropriate application of policies and regulations.

4. Directs a client service and liaison program with senior-level clients in other government departments, involving private sector service providers, to ensure the development of comprehensive long-range plans and strategies for introducing and improving payment processes and systems.

5. Is accountable for leading change management processes during the implementation of new payment practices, systems and procedures to ensure that the new processes are accepted and embedded in government departments.

EVALUATION RATIONALE

Director General, Banking and Cash Management

KNOW-HOW

G Mastery of the policies, concepts, principles, techniques and processes in the field of banking, financial management and accounting; in-depth professional knowledge of the policies, approaches and processes for the development of integrated cash management systems and procedures to meet the government's banking needs; thorough knowledge of acts and legislation related to the management of the Consolidated Revenue Fund; and in-depth knowledge of central agency initiatives, information management / information technology business strategies, and financial institution policies and regulations pertaining to the management of public money.

III Conceptual and operational management of the approaches, processes and procedures for managing all public money passing through the Consolidated Revenue Fund for the Government of Canada as a whole.

3 Successful achievement of objectives requires dealing with the Department of Finance, the Office of the Auditor General, other government departments and agencies, and provincial governments regarding banking issues; and frequent contacts with the Bank of Canada and financial institutions in Canada and abroad to discuss banking arrangements and services.

700 Mid-range number reflects the solid expertise and knowledge required in providing strategic advice, guidance and recommendations, at a government-wide level, to ensure secure daily operations of banking services with due regard for economy and good cash management practices.

PROBLEM SOLVING / THINKING

F Thinking is done within broadly defined policies, objectives and practices in cash management, banking arrangements and fund transfers.

4 Analytical, constructive and evaluative thinking is required to identify and asses new ideas to develop new banking arrangements, policies, systems and procedures involving a large number of organizations and stakeholder groups and implementing cost-effective systems and business process improvements.

(57) 400 Higher percentage reflects the role of the position in the Department to identify and solve complex problems involving a wide variety of cash management issues impacting a number of financial institutions, and to identify, recommend and support new banking and cash management policy and systems directions for the government.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Accounting, Banking and Compensation, within broad practices, procedures and objectives, is accountable for the coordination and development of the government's internal banking policies to ensure that the government has coherent and sound banking and cash management policies, systems and practices.

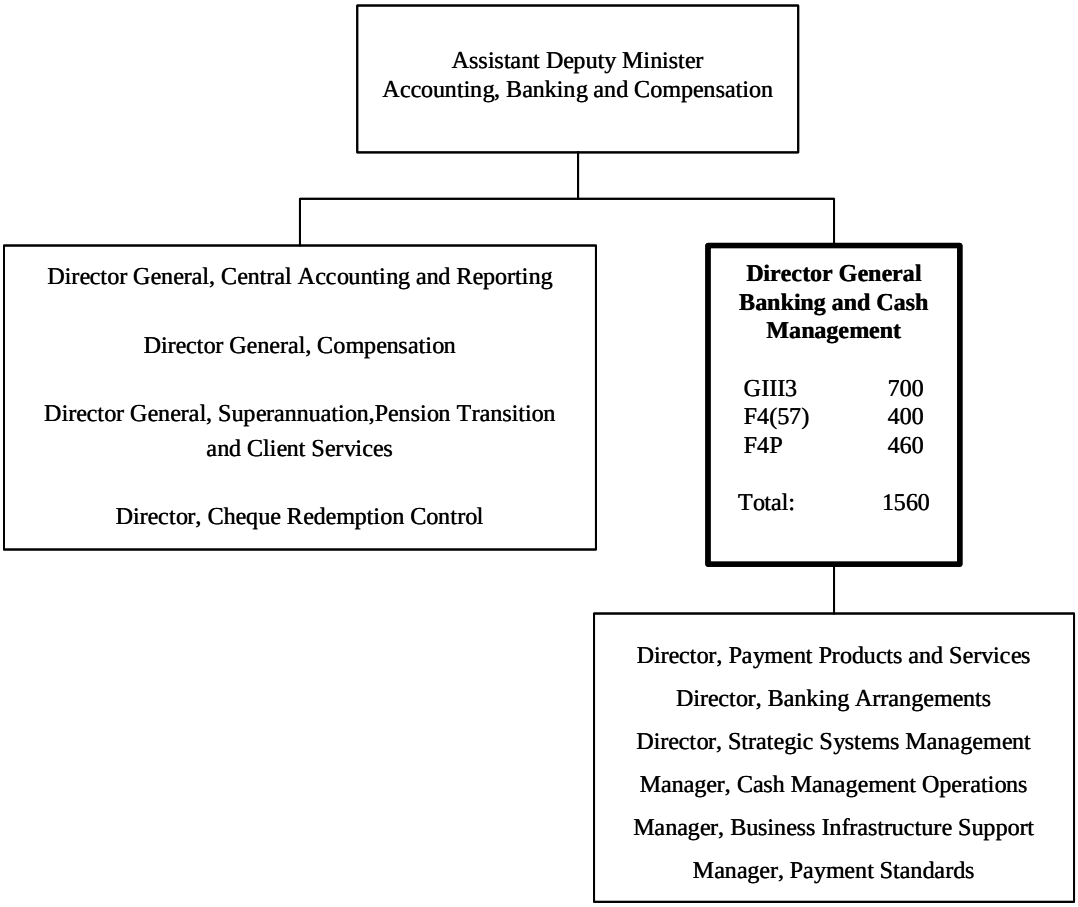
4P The position has a primary impact on all activities undertaken by the Sector. The proxy used to represent these activities is a budget of $13.2 million (constant).

460 Low number is consistent with the degree of autonomy exercised by the position in deciding on the policies, processes and systems for the government's cash management function and the scope of the activities managed.

SUMMARY

GIII3	700	F4(57)	400	F4P	460	=	1560	A1

DIRECTOR GENERAL
BANKING AND CASH MANAGEMENT
NUMBER: 7 – H – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-H-1

POSITION TITLE: Director, Research, Strategic Planning and Policy Development

GENERAL ACCOUNTABILITY

Is accountable for researching, developing, formulating, implementing and monitoring progress on all official language policies that extend to all government departments, agencies, Crown corporations and federal institutions, with the exception of the House of Commons and the Senate.

ORGANIZATION STRUCTURE

This is one of five senior positions at the second managerial level reporting to the Vice President, Official Languages Program. The other positions are Director, Performance Measurement and Government Affairs; Director, Programs and Liaison; Director, Social Marketing, Promotion and Products; and Manager, Executive Secretariat.

Specific responsibilities of the positions reporting to the Director, Research, Strategic Planning and Policy Development, are as follows:

Analysts (8), each is responsible for conducting studies and analyses, planning, organizing and recommending new policies and providing strategic advice and recommendations to senior officials on initiatives to further the federal government's agenda for official languages.

NATURE AND SCOPE

The Public Service Human Resources Management Agency of Canada (PSHRMAC) is responsible for ensuring that the government's agenda for the renewal of human resources management throughout the Public Service is carried out, with particular focus on the implementation of the Public Service Modernization Act, classification reform, human resources planning and accountability, leadership development, official languages, employment equity, and values and ethics.

The Agency is responsible for issuing government-wide policies and directives on how organizations are to meet the obligations of the Official Languages Act, and subsequently, is responsible for monitoring organizational implementation and achievement of those obligations. It is in this context that the Director is responsible for directing the planning, research, analysis and stakeholder

consultations necessary to ensure the development and implementation of a long-term, strategic policy framework for official languages in Canada. The Director is responsible for determining the areas where new policies are required or where existing policies require modification to support a renewed vision and culture for linguistic duality in Canada, in keeping with the federal government's objectives for Public Service renewal.

The Director is responsible for establishing a comprehensive research, intelligence gathering and environmental scanning capacity to acquire authoritative knowledge about trends, developments and issues in the public environment that contribute to or inhibit the achievement of the federal government's official languages objectives and priorities. The incumbent plays a leadership role in identifying the methods to be used in conducting research, developing a strategic policy framework and promoting innovative approaches to guide the strategic orientation of the federal government's long-term official languages policy agenda.

In this environment, the Director is responsible for developing legislation, regulations and policies that identify and support the federal government's strategies, objectives and priorities for a renewed vision and culture for linguistic duality in Canada. The incumbent prepares memoranda to Cabinet, submissions to the Treasury Board, and memoranda to the President of the Agency to recommend changes to existing legislation, regulations or policies.

A major challenge in this respect is the requirement for extensive consultation and negotiations with senior Agency managers to achieve consensus on a wide range of emerging official languages issues and priorities, and on proposed options that must be continually refined to reflect the evolving Public Service environment.

The Director is expected to maintain close working relationships with senior officials (usually at the Assistant Deputy Minister or Director General level) in a number of government organizations in order to develop mutually acceptable policy positions. These positions have a direct impact on the quality of official language services offered to the public in bilingual regions, the language rights of public servants, the Public Service Employment Act and the application of the merit principle. Effective working relationships are required with the Treasury Board Secretariat (TBS), the Department of Justice, the Office of the Commissioner of Official Languages, the Privy Council Office (PCO), the Public Service Commission (PSC), and the Federal-Provincial Relations Office (FPRO).

A challenge for the Director is to exercise leadership in order to represent the employer's interests and policy positions in major interdepartmental policy development processes, particularly with the senior officials of key departments whose activities are closely linked to the Agency's official languages mandate. The development of policy options requires evaluating and reconciling divergent interests, such as those of the public and the media, and those of the Minister on the nature of any required change and its appropriateness, the possible effects of

policy options on other areas of employee/employer relations, the possible reactions of the bargaining agents, and the human and financial resources constraints that impact the implementation of policy decisions.

The Director's policy advice and decisions have an impact on the quality of official language services offered to the Canadian public and all employees and institutions for which the employer is accountable, as prescribed in the Official Languages Act. This includes all government departments, agencies, Crown corporations and federal institutions, with the exception of the House of Commons and the Senate.

The Director is a member of the Branch Senior Management Committee and represents the Agency at meetings of the Parliamentary Committee on Official Languages. The incumbent provides technical support and advice to the Vice President, Official Languages Program, who sits on the policy forum involving the PCO, the PSC and the TBS, and on the Interdepartmental Committee on Broad Policy Issues involving the FPRO, Canadian Heritage, the PCO, the PSC and the Department of Justice.

DIMENSIONS (Constant Dollars)

FTEs:	8
Operating budget:	$200,000
Official Languages Program annual expenditures:	$39.4 million

SPECIFIC ACCOUNTABILITIES

1. Establishes strategic priorities and directions for official languages policy renewal to ensure consistency with government-wide renewal initiatives for the Public Service.

2. Provides authoritative policy advice and recommendations to Agency executives and key external partners and stakeholders on ways to optimize the availability and quality of linguistic services in the Public Service workplace and in the delivery of programs and services to the public in order to further the federal government's agenda for official languages.

3. Directs qualitative and quantitative research, analysis and environmental scanning activities to ensure that this information can be used as a basis for the development of official languages legislative and policy initiatives and reforms.

4. Identifies current legislative amendments or policy alternatives for Treasury Board or Cabinet consideration following in-depth analysis and

broad-based consultations with stakeholder organizations to ensure that legislation and policies remain relevant and effective.

5. Establishes partnerships and provides leadership in consultations and negotiations with officials of key federal government departments and agencies to ensure that the strategic objectives and management values reflected in the legislation and policy are applied and supported.

6. Produces guidelines and directives for federal institutions on government decisions related to new or revised policies and to Treasury Board or Cabinet decisions in order to ensure that these changes are communicated and applied effectively in government organizations.

EVALUATION RATIONALE

Director, Research, Strategic Planning and Policy Development

KNOW-HOW

G Mastery of the concepts, theories and techniques of policy planning and evaluation and all aspects of management in order to implement government official languages policy including policy on service to the public, language training, recruitment and program implementation. Position requires extensive knowledge of the environment and special interest groups; and experience in providing policy advice and preparing government-wide guidelines, directives and legislation.

III Operational coordination and guidance of a strategic policy function that affects the entire federal Public Service.

3 Successful achievement of objectives requires motivating staff organized in a matrix structure, developing effective relationships with peer organizations and superiors, and consulting with various stakeholder departments and central agencies in order to achieve stated objectives.

608 Low number reflects the focussed specialized expertise required in a relatively predictable environment to amend legislation and to evaluate, revise and coordinate official languages policy throughout government.

PROBLEM SOLVING / THINKING

F Thinking within a general frame of reference of legislative and government-wide directions from Cabinet and the Treasury Board in planning and developing policies and directives on official languages matters, which are necessary for developing responsive government policies.

4 Analytical and constructive thought is required to interpret and solve problems, and to develop policies and propose policy amendments.

(57) 350 Higher percentage indicates a tendency toward the uncharted, given the broad nature of direction, the complexity of situations across government, and the need to reconcile the divergent interests of a wide variety of stakeholders in policy development.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Vice President, Official Languages Programs, acts within functional policies and goals under general direction in order to make recommendations on official languages policy matters affecting all departments, Crown corporations and federal institutions.

4C The position has a contributory impact on the Official Languages Program. The proxy selected to represent the program is $39.4 million (constant) in language-related costs.

304 Mid–range number reflects the position's latitude to influence priorities, directions and policy issues across the Public Service.

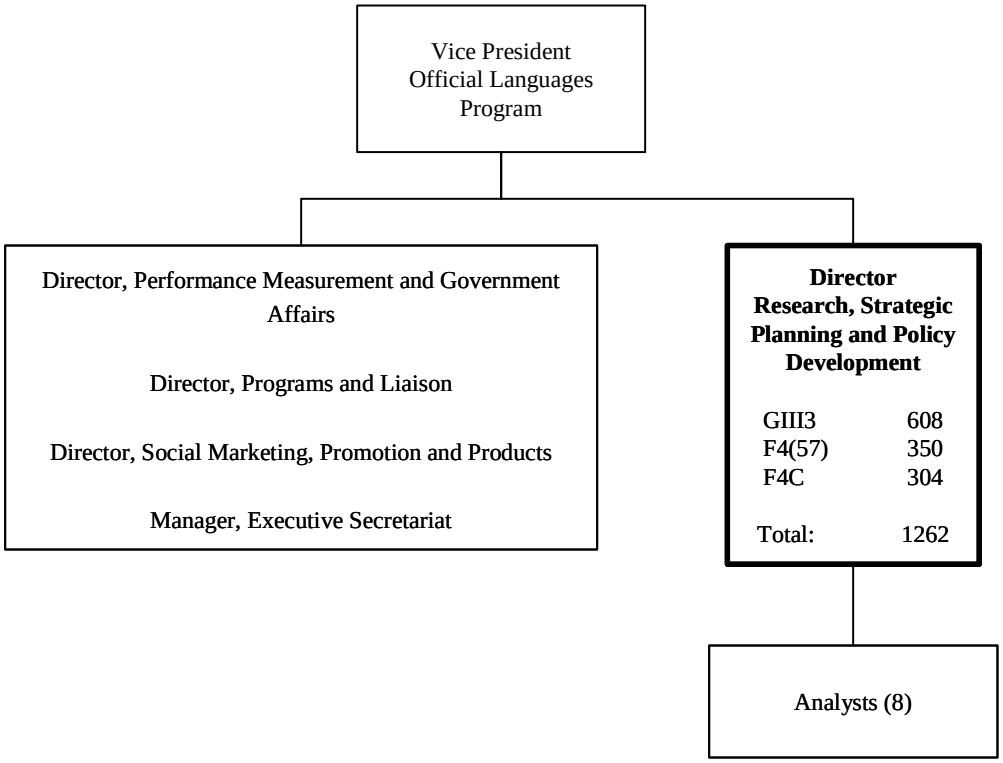
SUMMARY

GIII3	608	F4(57)	350	F4C	304	=	1292	P2

DIRECTOR

RESEARCH, STRATEGIC PLANNING AND POLICY DEVELOPMENT

NUMBER: 6 – H – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 5-H-1

POSITION TITLE: Director, Internal Audit Policy and Special Reviews

GENERAL ACCOUNTABILITY

As a member of a central agency centre of excellence, is accountable for providing government-wide direction and expert advice regarding internal audit policies, standards, methodologies and tools to government departments and agencies in order to enhance the internal audit management function in government.

ORGANIZATION STRUCTURE

This is one of four positions at the third managerial level reporting to the Executive Director, Centre of Excellence for Internal Audit. The other three are Director, Analysis and Liaison; Director, Professional Development; and Director, Project Coordination.

Specific functions of the positions reporting to the Director, Internal Audit Policy and Special Reviews, are as follows:

Analysts (8), each of whom is responsible for policy development and analysis; providing advice and interpretations to departments and agencies regarding the application of policies, guidelines, methodologies and audit assessments; conducting directed audits; assessing new audit frameworks; and supporting client departments and agencies in developing their own internal audit performance criteria and methodologies.

NATURE AND SCOPE

As an administrative arm of the Treasury Board, the Treasury Board Secretariat (TBS) has a dual mandate to support the Treasury Board as a committee of Ministers and to fulfill the statutory responsibilities of a central government agency. More specific to the mandate of the Program Sector's responsibilities, the Secretariat provides advice and support to the Treasury Board in its role of ensuring value for money and overseeing financial management functions in departments and agencies.

The Internal Audit Centre of Excellence supports the Board in its role as a management board by providing analysis, support and advice on internal audit practices in departments and agencies. In fulfilling this role, the Centre provides advice on the effective use of management strategies and internal audit policies, standards, guidelines and methodologies.

It is in this context that the Director, Internal Audit Policy and Special Reviews, is accountable for consulting with departments and agencies on internal audit; directing the development, implementation and review of internal audit processes; and ensuring compliance within those policies for which the Treasury Board has management responsibility. Such consultations and direction must provide departments with objective direction for the design and operation of their management practices, control systems and information holdings, in keeping with modern controllership principles and practices, and thereby contributing to government's continuous management improvement program and to ensuring better accountability for results.

As part of this process, the Director is also responsible for assisting departments in the development of their performance criteria and performance results by providing advice, guidance and support when required. The incumbent actively promotes the aims and objectives of good management practices and encourages departments and agencies to use internal audit as a critical management function. To accomplish this, the Director engages in extensive consultation with departments to identify their needs and capacities, and to assist them in establishing effective departmental internal audit policies. The incumbent is also expected to provide guidance and support in areas such as risk assessment.

The Director is responsible for the review of audit frameworks of key Treasury Board policies. The incumbent determines the adequacy of proposed frameworks, suggests changes or proposes alternative approaches. The framework within which the audits of these policies will be conducted, particularly in areas such as grants and contributions, determines the effectiveness of the audit and its recommendations. The Director is challenged to find a balance between excessive program control, which may render such policies and programs ineffective, and lax control, which could lead to concerns over the disbursement of funds and the validity of client claims and entitlements.

The Director is also responsible for planning, managing and reporting on directed internal audits and other special reviews or investigations, as determined by the Secretary of the TBS or the Deputy Comptroller General. Typically, such audits or special reviews examine specific issues, problems or government concerns, or are commissioned to examine central agency policies and oversight activities.

In this context, the Director is responsible for developing the audit plan and directing specific departments or agencies to conduct internal audits on particular problems or issues. Once appropriate discussions respecting findings have taken place with various senior officials of departments and central agencies, and draft

recommendations have been made, the Director presents the audit report to the Secretary of the Treasury Board or the Deputy Comptroller General, as appropriate.

The Director is responsible for coordinating a peer review process of audit staff in departments. Because of the Director's close involvement with audit staff and audit management in all government departments and agencies, the incumbent is in a unique position to provide interdepartmental peer review coordination and to ensure that the reviews are effective. Central coordination of peer reviews also permits the development and implementation of common performance standards government-wide. The purpose of such reviews is to assess the individual accomplishments of internal auditors and their contribution to the internal audit function in the Public Service. Overall results of the reviews may also be used to identify training and other professional development requirements.

The Director is responsible for providing leadership in the ongoing development of the federal government's internal audit function. The development of policy and program management options requires evaluating and reconciling divergent needs and interests across a wide variety of departments and agencies. In this context, the Director is responsible for monitoring various internal audit practices within departments, assessing their effectiveness and promoting the best of these for adoption or adaptation by other departments. Consequently, the Director represents an essential link between departments and the TBS at the Assistant Deputy Minister, Director General and equivalent levels in sharing information on best practices, policies and guidelines and encouraging further improvements in internal audit management.

DIMENSIONS (Constant Dollars)

FTEs:	8
Operating budget:	$159,000
Government operations budget:	$7.7 billion

SPECIFIC ACCOUNTABILITIES

1. Develops, assesses and implements TBS policies and standards on internal audit practices to improve management processes, practices and controls in government departments, agencies and Crown corporations.

2. Provides guidance and support to departments and agencies on the application of internal audit policies, guidelines, best practices and methodologies to ensure consistent, professional management practices.

3. Conducts reviews of departmental internal audit practices to ensure compliance with central agency policies, standards and recommended practices.

4. Leads the planning and management of TBS-directed internal audits and other special reviews or investigations in government organizations to investigate and report on certain management practices to resolve management concerns.

5. Is accountable for the review and assessment of audit frameworks and risk management matters to ensure that appropriate TBS policies and standards are maintained.

6. Coordinates the peer review of audit staff in departments to assess the current performance of internal audit groups and identify learning and other professional development requirements to improve internal audit activities in government organizations.

EVALUATION RATIONALE

Director, Internal Audit Policy and Special Reviews

KNOW-HOW

F Extensive knowledge and skill is required of the policies, concepts, theories and techniques of internal audit and related management components to develop and implement internal audit policy, standards and best practices; extensive knowledge of internal audit practices in the Public Service and the private sector; and in-depth knowledge of the consultation, development, assessment and implementation approaches and processes related to government-wide policies, standards and directives.

III Operational coordination and integration of, as well as guidance on, the development and implementation of government-wide internal audit policy, professional standards and management practices.

3 Successful achievement of objectives requires motivating staff, promoting new internal audit standards and methods in government departments, and developing and maintaining effective consulting relationships with other central agencies, government departments, staff and superiors to achieve service-wide objectives.

528 Mid-range number indicates a solid knowledge of internal audit principles and practices and the expertise required to coordinate the development and implementation of a specialized program focussed on related activities across the Public Service.

PROBLEM SOLVING / THINKING

F Thinking within a general framework of service-wide directions from the Treasury Board in planning and developing policies and making recommendations regarding the internal audit function.

4 Analytical and constructive thinking is required in identifying and addressing multi-dimensional policy and program issues, and developing policies and proposing audit processes involving all government departments and agencies.

(50) 264 Solid percentage reflects the thinking required for policy development in a specialized function, the complexity of situations across a wide variety of government organizations, and the need to reconcile divergent interests and concerns of departments and agencies.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Executive Director, acts within defined goals and direction to make recommendations on program management and internal audit policy matters that have an impact on a specialized service-wide function.

6I The position has an indirect impact on government operations as represented by a budget of $7.7 billion (constant).

264 Mid-range number reflects the degree of latitude inherent in recommending new policy directions for consideration by senior TBS management and by the Treasury Board, and the adoption of audit practices that have an impact on the entire internal audit community in federal departments and agencies.

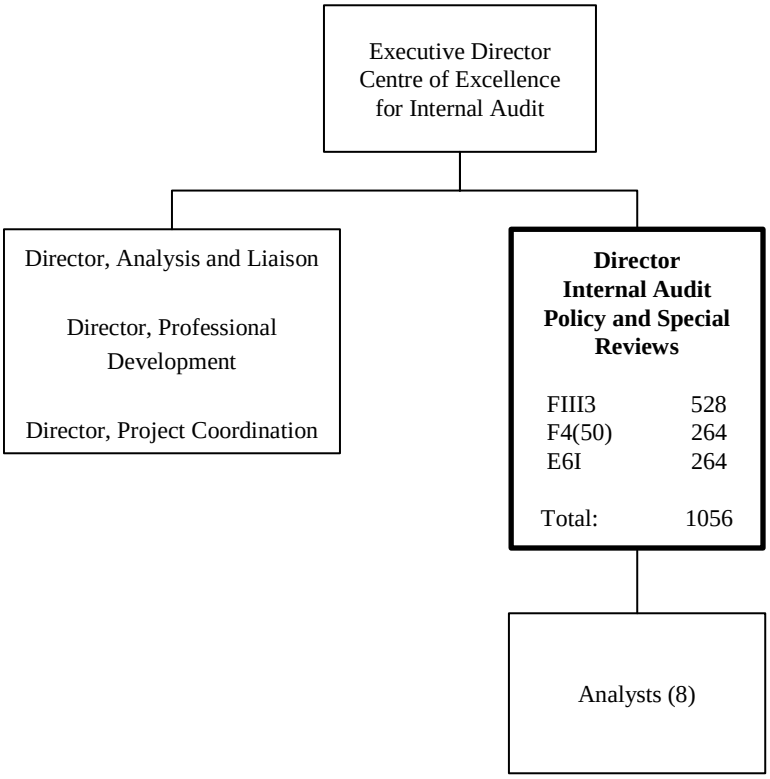
SUMMARY

FIII3	528	F4(50)	264	E6I	264	=	1056	0

DIRECTOR

INTERNAL AUDIT POLICY AND SPECIAL REVIEWS

NUMBER: 5 – H – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-H-1

POSITION TITLE: Director, Seized Property Management

GENERAL ACCOUNTABILITY

Is accountable for planning, developing and implementing policies, procedures, systems and processes for the management, protection, disposal or release of assets seized as a result of criminal investigations.

ORGANIZATION STRUCTURE

This is one of eight positions at the third level reporting to the Director General, National Programs. The others are Director, Traffic Management; Director, Canadian Standards Board; Director, Crown Assets Distribution; Director, Space Station; Director, Forensic Audit and Accounting; and two Cost and Price Analysis Specialists.

Specific responsibilities of the three positions reporting to the Director, Seized Property Management, are as follows:

Manager, Operations, (staff of 35) is responsible for planning and managing the delivery of services to law enforcement agencies, including pre-seizure advice and planning, seizure and management of assets, and asset disposal.

Manager, Finance and Systems, (staff of 17) is responsible for planning, organizing and managing the preparation and analysis of accounts, reports and financial statements related to the seizure, management, disposal, settlement and accounting of associated funds; designing, developing and implementing the financial framework and standards for financial operations, reporting and control; and developing and managing the operation and maintenance of the Seized Property Management Information System.

Manager, Business Management, (staff of 13) is responsible for developing business strategies and plans, client strategies, and resourcing and training plans to support the delivery of the program to police agencies and justice representatives; and developing and implementing policies, procedural standards, statements of requirements for suppliers, and directives and procedures for the management and control of all assets seized.

NATURE AND SCOPE

The Department has been established as a common and central service provider with a mandate to provide other departments and agencies with mandatory and optional services on a fee-for-service basis. Services include construction, maintenance and repair of public works and federal real property; office accommodation and provision of other facilities; architectural and engineering advice and services; planning for and acquisition of supplies and services; planning and coordinating of telecommunications and informatics services; centralized accounting and cash management services; consulting and auditing services; translation and related services; the Receiver General for Canada function; and administrative and other services related to employee benefits, superannuation and pension plans and the disbursement of pay to persons employed in the federal Public Service.

It is in this context that the Director, Seized Property Management, is responsible for the ongoing review, planning, organizing and directing of the development and implementation of innovative policies, procedures and management practices, in conformance with the Seized Property Management Act, for the management of property and other assets seized by federal, provincial, territorial and municipal authorities where prosecution is conducted federally and where forfeiture is sought.

The Director is responsible for managing the collection, storage, protection, maintenance, and either disposal or return to owners of the seized property, depending on court and other rulings. Much of the seized property and physical assets cannot be easily collected, stored and maintained because of factors such as size (e.g. large ships or vehicles), immovability (e.g. buildings), value and fragility (e.g. works of art) and security. The incumbent directs the development of appropriate management policies and procedures to ensure that the necessary standards of security, care and maintenance are in place and enforced, that anticipated asset or property revenue-generation targets are achieved, and that seized financial assets retain their value.

The Director leads the planning, development and management of performance monitoring and review programs to assess the degree of compliance in the management and protection of seized property. This information is also used as a basis for the development of innovations and improvements to management practices to enhance the management of the seized property program.

The Director is responsible for providing expert advice on logistical planning for seizure for the purpose of identifying property or assets for seizure, evaluating their value and making a determination as to the continuing viability of their value. The challenge for the Director is to ensure that the Directorate plays an impartial custodial role, which means refraining from making any pre-judgments on the guilt or innocence of the individuals involved in criminal investigations.

As the Department's recognized authority on seized property, the Director is responsible for providing authoritative advice and recommendations to senior departmental executives and the Office of the Minister on controversial seized property issues that generate public interest or involve relations with other levels of government or foreign governments.

When a foreign government asks the Government of Canada to seize assets or property in Canada, the Director is responsible for negotiating with the foreign government all asset management and disposal issues associated with international criminal files in which Canada accepts management responsibility on a cost-recovery basis. The Director is also responsible, when requested, for sharing best practices with foreign governments by providing asset management advice and training to foreign government personnel.

The Director is responsible for planning, developing, maintaining and enhancing the Seized Property Management Information System, which is used to capture, store and report on seized-property-related information under the control of the Directorate. The Director is challenged to establish a system development framework of the highest quality that ensures that the unique legal, business and information requirements of the various stakeholder groups are respected. The incumbent consults during system upgrades and negotiates cost-sharing arrangements with external system users, such as the Royal Canadian Mounted Police (RCMP), the Department of Justice (DOJ), the Canada Revenue Agency, the Canada Border Services Agency and participants at other levels of government in Canada.

The Director contacts senior law enforcement officials with DOJ, the RCMP and other levels of government to negotiate cost-sharing agreements; to promote the development and harmonization of strategies and policies to minimize opportunities for criminal activity related to the management of seized property and assets; and to provide expert advice, analysis, and assistance related to seized property issues. The incumbent is responsible for consulting and advising officials in the Department and in other relevant departments when reviewing changes to legislation, policy or procedures and when leading major government-wide initiatives.

DIMENSIONS (Constant Dollars)

FTEs:	70
Operating budget:	$1.9 million
Average annual value of seized property portfolio:	$15.4 million

SPECIFIC ACCOUNTABILITIES

1. Directs the review, development and implementation of policies, strategies, procedures and processes that constitute the framework for the collection, storage, maintenance, ongoing operation and either disposal or return of seized property to ensure the appropriate management, protection, disposal or release of assets seized as a result of criminal investigations.

2. Develops and implements a formal accountability structure and operational procedures to ensure that anticipated revenue-generation targets are achieved and that assets are controlled with due care; and investigates any losses of seized property or assets as a result of criminal activity or administrative error.

3. Directs the development and implementation of management procedures to ensure that firms contracted to provide seized property services fulfill their contractual responsibilities.

4. Directs the development and maintenance of the Seized Property Management Information System to ensure that data meet users' requirements and are of the highest quality, and that inputs and reports are completed without undue delay.

5. Negotiates memorandums of understanding, cost-sharing arrangements and agreements with users from other departments and other levels of government and with foreign governments to ensure the proper management, disposal or return of assets and to recover costs.

6. Develops and continuously enhances networks and relationships with government departments and agencies engaged in law enforcement, and those in other levels of government and with foreign governments to promote partnerships, share best practices and harmonize operational policies, strategies and procedures related to the management of seized property.

EVALUTION RATIONALE

Director, Seized Property Management

KNOW-HOW

F Extensive knowledge of concepts, principles, techniques and processes in the field of seized property and asset management; in-depth knowledge and skill in the development of integrated management information systems and procedures; thorough knowledge of acts and legislation related to the management of seized property; and extensive knowledge of government law enforcement programs, legal requirements, financial administration of assets, forensic science, law enforcement agencies and institutions at the provincial and municipal levels, and foreign government-related policies and regulations.

II Policy and operational integration and coordination for planning, organizing, and directing the development and implementation of approaches, processes and procedures for managing and controlling seized property to protect the interests of the Crown.

3 Successful achievement of objectives requires the provision of service and advice by successfully working with officials in other government departments, central agencies, and provincial and foreign governments.

460 High number reflects the in-depth expertise and knowledge required to be the government expert in developing and implementing policies and procedures; to provide expert advice, guidance and recommendations to ensure the best management of seized assets involving private sector stakeholders and multiple levels of government; and to share best practices with foreign governments.

PROBLEM SOLVING / THINKING

E Thinking within the Seized Property Act and defined policies, objectives and management practices of the Directorate, the Department and related law enforcement agencies. The incumbent is expected to develop new management frameworks and policies to improve the effectiveness and efficiency of the seized property management program.

4 Analytical, constructive and evaluative thinking is required to develop new management control and reporting arrangements, systems and procedures involving a large number of seized assets, organizations and stakeholder groups.

(50) 230 High percentage reflects the role of the position in identifying, recommending and supporting new policy frameworks and systems directions for the government involving a large number of external stakeholders, clients and partner law enforcement agencies.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, is accountable for developing management practices and procedures, as well as coordinating, managing and monitoring the government's seized property program's policies, procedures and systems to ensure that the government has an effective program that ensures that the value of assets entrusted to the temporary care of the Department is maintained and protected.

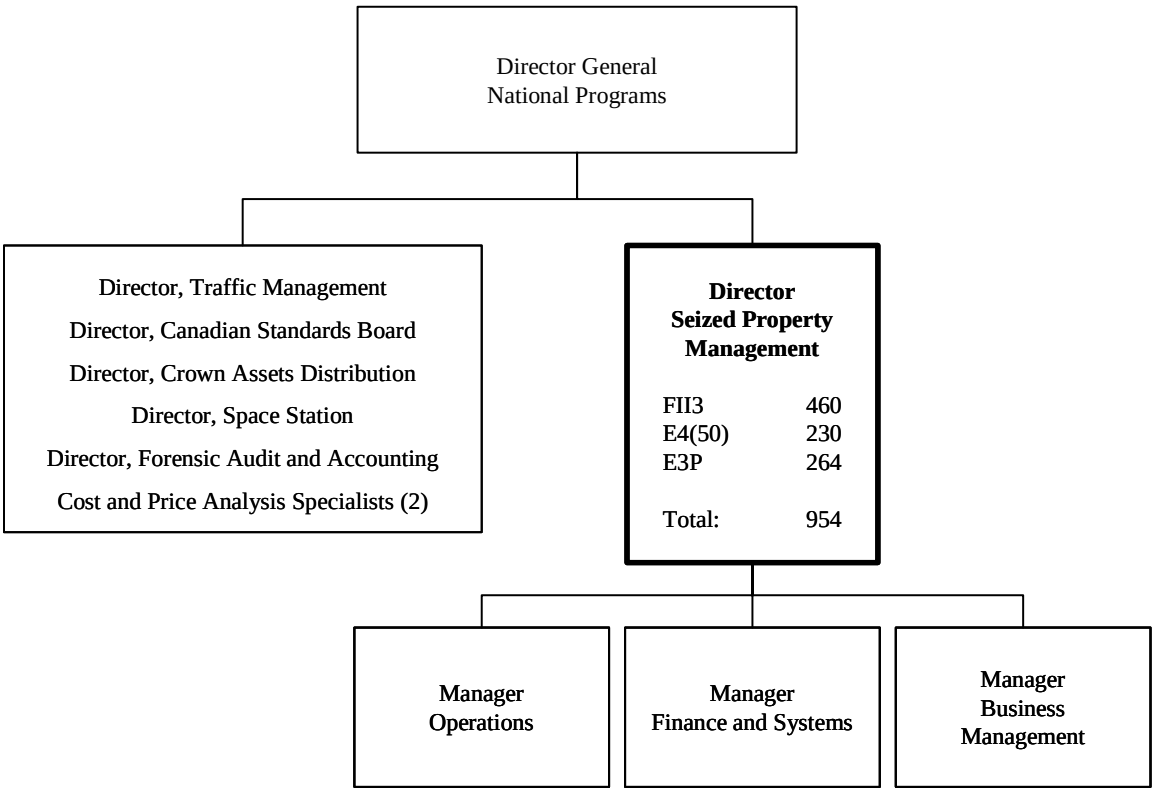
3P The position is responsible for managing, protecting, disposing of or releasing assets seized by the government as a result of criminal investigations. The proxy used to represent these activities is an operating budget of $1.94 million (constant).

264 The mid-range number reflects the latitude that the position has in developing policies, procedures and management practices that influence seizure decisions and management of assets with a fluctuating, but significant, dollar value.

SUMMARY

FII3	460	E4(50)	230	E3P	264	=	954	A1

DIRECTOR
SEIZED PROPERTY MANAGEMENT
NUMBER: 4 – H – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-H-2

POSITION TITLE: Director, Central and Public Accounting

GENERAL ACCOUNTABILITY

Is accountable for planning, developing, implementing and monitoring national government-wide accounting practices and systems to ensure sound accounting practices and financial reporting for the production of the Public Accounts of Canada.

ORGANIZATION STRUCTURE

This is one of four positions at the third managerial level reporting to the Director General, Central Accounting and Reporting. The others are the Director, Financial Reporting Products; the Director, Central Accounting Systems; and the Special Advisor to the Director General.

Specific responsibilities of the four positions reporting to the Director, Central and Public Accounting, are as follows:

Chief, Accounts of Canada Analysis, (staff of 3) is responsible for the management, analysis and reporting of the Accounts of Canada; and for the establishment of standards, schedules and procedures for closing the annual government-wide accounting cycle for all departments and agencies.

Chief, Statements and Analysis, (staff of 3) is responsible for the management and analysis of the Government of Canada's financial transactions in order to present the government's position in special reports and in the Audited Financial Statements included in the Public Accounts of Canada.

Chief, Government-Wide Classification Analysis, (staff of 5) is responsible for managing the Extended National Accounts Reporting System for the purpose of international reporting of financial transactions, and manages the preparation and reconciliation of the economic analysis of transaction services.

Chief, Financial Operations Analysis, (staff 2) is responsible for the preparation, production and analysis of the government-wide monthly, quarterly and preliminary financial statements to reflect the Government of Canada's financial results and position.

NATURE AND SCOPE

The Department has been established as a common and central service provider with a mandate to provide other departments and agencies with mandatory and optional services on a fee-for-service basis. Services include construction, maintenance and repair of public works and federal real property; office accommodation and provision of other facilities; architectural and engineering advice and services; planning for and acquisition of supplies and services; planning and coordinating of telecommunications and informatics services; centralized accounting and cash management services; consulting and auditing services; translation and related services; the Receiver General for Canada function; and administrative and other services related to employee benefits, superannuation and pension plans and the disbursement of pay to persons employed in the federal Public Service.

It is within this context that the Director, Central and Public Accounting, is responsible for planning, organizing and directing the development and implementation of innovative approaches to managing the tracking, monitoring, analysis and reporting on the Government of Canada's finances. These responsibilities include the development of new accounting policies, processes and procedures, as well as control mechanisms and reporting systems, in order to report on the federal government's financial position.

With the move to accrual accounting practices in government, the Director is responsible for developing new accounting processes and procedures that depart from traditional government practice and are unique to government. The incumbent is also responsible for managing the transition to the new accounting system by taking a leadership role in ensuring the development of appropriate human resources plans, learning strategies and skills development initiatives to help employees adapt to these changes both in the Department and throughout the government financial community.

The Director is responsible for leading the planning, development and management of performance monitoring and review programs in order to assess the degree to which departments' accounting practices comply with legislative requirements and central agency and private sector accounting policies, principles and practices.

The Director is responsible for directing the development of appropriate analytical methodologies and tools and ensuring that these tools are both effective and consistent with the requirements of the Financial Administration Act and related legislation, policies and accounting principles.

The Director is responsible for directing the selection and compilation of financial information for analysis and reporting in the Extended National Accounts Reporting System, in accordance with the requirements of the United Nations'

International System of National Accounts. The Director is also responsible for ensuring the preparation of quarterly and annual reports on Crown corporation financial activities, the government's contingent liabilities, the Public Accounts, and the Annual Report on Crown Corporations, which is tabled in Parliament by the President of the Treasury Board.

The Director contacts senior finance officials in government departments and agencies and Crown corporations to provide expert advice, analysis and assistance on the financial data requirements for government accounts. The incumbent is responsible for consulting and advising officials in the Treasury Board Secretariat and other departments when reviewing changes to legislation or policy and when leading major government-wide public accounting initiatives.

DIMENSIONS (Constant Dollars)

FTEs:	24
Operating budget:	$200,000

SPECIFIC ACCOUNTABILITIES

1. Directs the development and maintenance of a centre of expertise in government accounting principles, practices and methodologies for the assembly and analysis of statistical and financial information in order to ensure that information, advice and guidance are provided to officials of departments, agencies and Crown corporations.

2. Provides departmental input on the development of legislation and policy to ensure their proper development and implementation.

3. Directs the monitoring and analysis of accounting information and the preparation of the main financial statements of Canada, and defends these statements to ensure their acceptance by the Minister of Finance and the Auditor General.

4. Establishes and maintains the Chart of Accounts to ensure that they reflect sound accounting principles and meet the reporting requirements of Parliament, client departments, central agencies and the Auditor General.

5. Contributes to the effective management of the Central Accounting and Reporting Sector and participates in inter-branch committees and working groups.

EVALUTION RATIONALE

Director, Central and Public Accounting

KNOW-HOW

F In-depth knowledge of concepts, principles techniques and processes in the field of financial management and accounting; extensive knowledge and skill in the development of integrated financial information systems and procedures to meet the government's accounting needs; thorough knowledge of acts and legislation related to the management of the Consolidated Revenue Fund; and in-depth knowledge of central agency initiatives, and financial institution policies and regulations pertaining to the accounting and reporting of public money.

II Policy and operational integration and coordination for planning, organizing and directing the development and implementation of approaches, processes and procedures for accounting activities that are relatively similar in nature for the Government of Canada as a whole.

3 Successful achievement of objectives requires the provision of service and advice by dealing with officials in other government departments, central agencies, provincial governments, the Department of Finance and the Auditor General's Office.

460 High number reflects the solid expertise and knowledge required as the government expert in providing coherent advice, guidance and recommendations at a government-wide level to ensure reliable and accurate accounting information and analysis for the Government of Canada.

PROBLEM SOLVING / THINKING

E Thinking is done within relatively well-defined policies, objectives and practices in public accounting and reporting.

4 Analytical, constructive and evaluative thinking is required to develop new accounting and reporting arrangements, systems and procedures in order to accommodate the reporting needs of Parliament and the entire Public Service.

(50) 230 Higher percentage reflects the role of the position as the government expert in providing advisory services to a broad clientele and in identifying, recommending and supporting new public accounting policy and systems directions for the government.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, within broad practices, procedures and defined objectives, is accountable for the coordination, monitoring and development of the government's public accounting policies, procedures and records to ensure that the government has coherent and accurate financial records and monitoring practices.

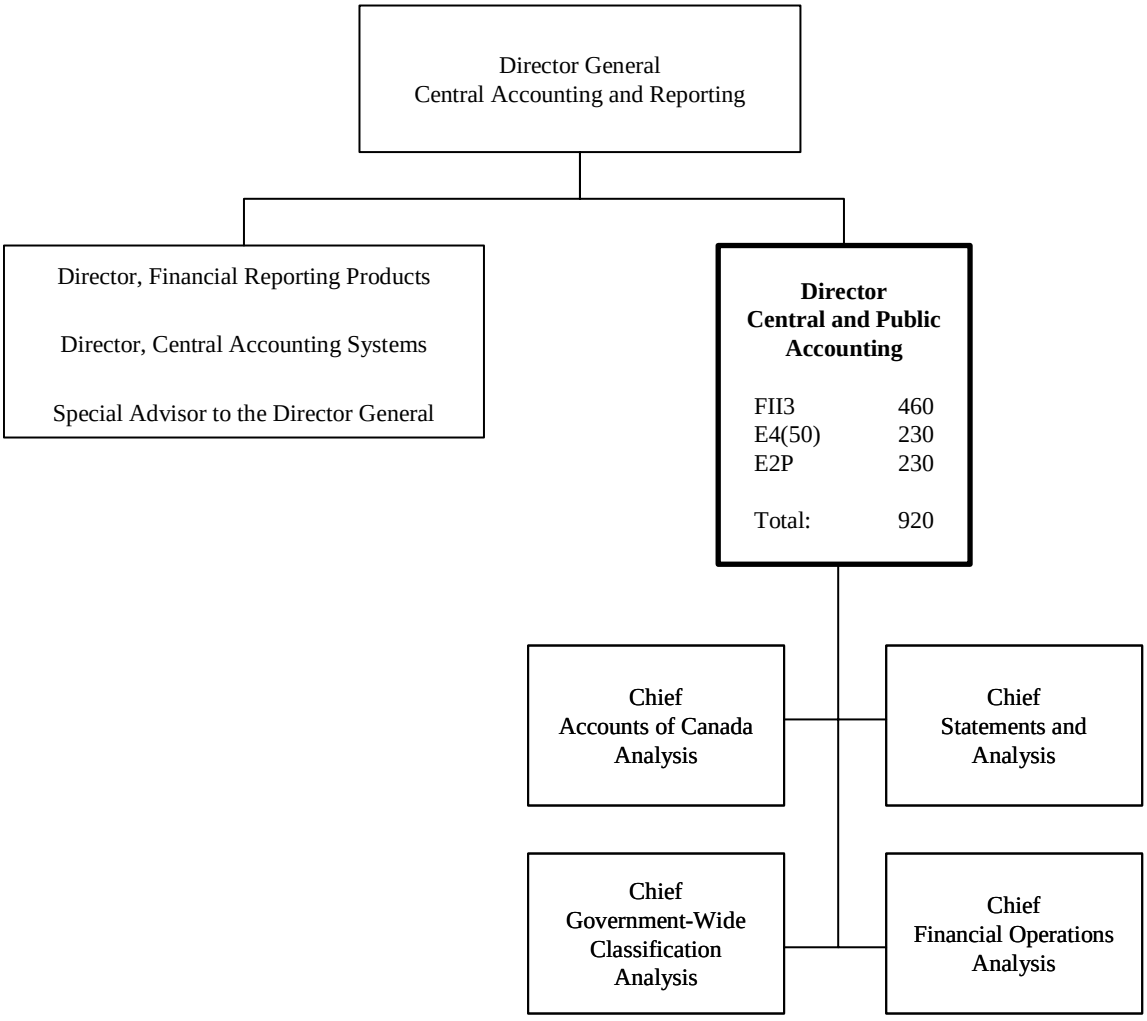
2P The position has a primary impact on all financial activities undertaken by the sector. The proxy used to represent these activities is a budget of $200,000 (constant).

230 The high number is consistent with the amount of freedom to act in introducing new accounting policy and procedural changes, including the level of advice given at senior levels across a number of jurisdictions, as the government expert on public accounting policy and procedural matters that impact the integrity of the Public Accounts of Canada.

SUMMARY

FII3	460	E4(50)	230	E2P	230	=	920	0

DIRECTOR
CENTRAL AND PUBLIC ACCOUNTING
NUMBER: 4 – H – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 10-I-1

POSITION TITLE: Assistant Deputy Minister, Policy

GENERAL ACCOUNTABILITY

Is accountable for the development of strategic, innovative and responsive policy to guide the Department in its leadership role in the Canadian justice system; conducting extensive federal-provincial consultations; negotiating and managing major cost-sharing programs with provincial and territorial governments; and directing the Department's legislative agenda concerning criminal, family and public law in Canada.

ORGANIZATION STRUCTURE

This is 1 of 19 positions at the first level reporting to the Deputy Minister. The others are Assistant Deputy Minister, Civil Law and Corporate Management; Assistant Deputy Minister, Legal Operations Sector; Assistant Deputy Minister, Industry Canada; Assistant Deputy Minister, Business and Regulatory Law; Assistant Deputy Minister, Constitutional Affairs; Assistant Deputy Minister, Corporate Services; Assistant Deputy Minister, Integration; 4 Assistant Deputy Attorneys General; 6 Regional Directors; and the Director General, Communications.

Specific responsibilities of the positions reporting directly to the Assistant Deputy Minister, Policy, are as follows:

Director General, Criminal Law Policy, (staff of 28) develops and implements proposals, policies, strategies and programs on criminal justice issues, and directs the amendment of criminal law statutes, including the Criminal Code, the Young Offenders Act, the Extradition Act and the Canada Evidence Act.

Director General, Programs, (staff of 45) provides national strategic direction to ensure the successful planning, development and integration of policy required for the delivery of numerous and diverse programs, including the Young Offenders Program, the Public Legal Education and Information Program, the Native Courtworkers Program, and the Legal Aid Program; administers several grants and contributions programs; and negotiates cooperative initiatives and unique cost-sharing agreements with provinces, territories and non-governmental organizations to address economic and cultural imbalances in the delivery of programs.

Director General, Policy Integration and Coordination, (staff of 60) coordinates the development and implementation of research initiatives, planning frameworks

and strategic approaches designed to direct the implementation of corporate policies and initiatives related to enhancing cooperation and interaction between the various levels of government and non-governmental organizations with respect to the administration of justice in Canada.

Senior General Counsel, Public Law Policy, (staff of 16) supports the ADM in relation to public policy issues by leading studies and analyses and advising on key public policy matters related to judicial affairs and on specific public policy files.

General Counsel, Family, Children and Youth, (staff of 15) leads the development of research projects and analyses, as well as departmental policies related to family and youth law policy, which impact on family law, young offenders, family violence and child abuse, protection of life, and reproductive technology.

Team Leader, Child Support Initiative, (staff of 40) evaluates and monitors the effectiveness of existing child support programs; drafts legislation, regulations and national policies; consults with the provincial and territorial governments; and guides the implementation of federal government child support programs and initiatives.

NATURE AND SCOPE

The Department supports the administration of justice in Canada by providing legal services to the Government of Canada, in conformity with the law and the public interest, including providing legal advice, conducting litigation, drafting legislation, and developing and implementing national law programs. The Department has a lead role in criminal justice policy and law, human rights policy and law, family and youth policy and law, administrative law, and administrative policy pertaining to courts and judges. The Department also administers grants and contributions programs and provides services to the public.

In this context, the Assistant Deputy Minister has three major areas of responsibility: policy related to substantive legal matters concerning family, criminal and public law; the integration of the policy function in the Department, including policy support, research, agenda management, priority setting, evaluation and federal-provincial relations; and the direction of major cost-sharing programs with the provinces/territories that administer the laws.

The incumbent provides the creative and intellectual focal point to ensure the development of long- and short-term departmental policy agendas by identifying, prioritizing and integrating legal-based issues of concern to society at large. Meeting this responsibility requires a broad understanding of both legal and social issues, coupled with the ability to conceptualize innovative approaches to resolving legal and social problems.

A major challenge is to develop and maintain effective linkages between justice issues and broader Canadian social and economic realities. Further challenges occur in managing relations and setting the policy agenda for negotiations with the provincial and territorial governments within the unique environment in which the federal government makes the laws (e.g. Criminal Code, Divorce Act) that are administered by the provinces and territories. The incumbent develops communications strategies and conducts extensive consultations and negotiations with other federal government departments, provincial and territorial governments, professional associations and non-governmental organizations concerned with justice issues in Canada.

A further challenge facing the ADM is to direct a number of programs related to direct services provided by the Department, including the administration of grants and contributions programs. The incumbent negotiates cooperative initiatives and agreements to involve non-governmental organizations and the provinces and territories in a nationally consistent and equitable approach to services, and administers a number of diverse departmental programs, such as the Young Offenders Program, the Legal Aid Program, the Child Support Initiative, the Public Legal Education and Information Program and the Native Courtworkers Program.

The ADM represents the Department at various central agencies, at Cabinet, and at parliamentary committees and other fora concerned with the development of the Department's policies, legislation and future strategic directions. As a member of the Department's Executive Committee and Chair of the Department's Policy Committee, the incumbent is accountable for providing authoritative advice to the Deputy Minister, the Minister and the Cabinet on the establishment of the Department's policies and related legislation and regulations.

DIMENSIONS (Constant Dollars)

FTEs:	210
Operating budget:	$5.6 million
Grants and contributions:	$63 million

SPECIFIC ACCOUNTABILITIES

1. Provides corporate leadership in the development of departmental policies, strategies and legislation to ensure the effective administration of criminal, family and public laws in Canada.

2. Advises the DM and the Minister to ensure professional support during Cabinet and parliamentary consideration of departmental policies and proposals concerning the administration of justice in Canada.

3. Directs the Department's medium-term legislative agenda to ensure the effective implementation of new legislation that responds to the evolving nature of the administration of justice in Canada.

4. Establishes effective intergovernmental partnerships, and guides the negotiation of major federal-provincial/territorial agreements related to the administration of justice in Canada in order to ensure the effective management of cost-sharing programs and agreements.

5. Ensures the integration of all Branch policy support services, including the research and analysis of legal, social and economic factors in Canadian society, to ensure a comprehensive and integrated approach to policy development in the Department.

6. Directs the administration of departmental programs, including grants and contributions, federal-provincial/territorial assistance programs and federal Public Service programs to ensure the professional management of the Department's assistance programs.

EVALUATION RATIONALE

Assistant Deputy Minister, Policy

KNOW-HOW

G Mastery of concepts, techniques, processes and theories in the field of the Canadian justice system related to the requirement for changes in criminal, family and public law; in-depth knowledge of the interrelationships between the Department's programs and other government-related programs; in-depth knowledge of law associations, the provincial and territorial governments, non-governmental organizations and the Canadian public's concerns, to ensure that policies are developed in a responsive manner.

IV Directs the Department's legislative agenda concerning criminal, family and public law in Canada; manages and coordinates long-range objectives, strategies and policies to ensure policy linkages; initiates policy and legislative change with other levels of government and the private sector; and manages programs related to the direct services provided by the Department.

3 Successful achievement of objectives requires the incumbent to advise the Deputy Minister and the Minister on strategic directions and to convince officials in other levels of government, peers and senior officials to adopt appropriate courses of action.

1056 High number reflects the depth of specialized expertise and the leadership skill required to develop Canadian policy frameworks for laws that are administered provincially and territorially.

PROBLEM SOLVING / THINKING

G Thinking within the broad government and Department agenda and broadly defined concepts to recognize and reconcile divergent points of view, manages the development of innovative and responsive policies to guide the Department in its leadership role in the Canadian justice system.

4 Significant analytical and constructive thinking is required to manage the development of national policy, and to integrate the issues of concern within the justice system with the concerns of Canadian society at large.

(66) 700 Higher percentage represents the challenges associated with envisioning and implementing national policies that are consistent and equitable, while considering divergent points of view across government and Canadian society.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, the position ensures that the Department has a coherent policy direction in criminal, family and pubic law for the administration of justice in Canada.

3P The position has a primary impact on all activities undertaken by the Branch. The proxy used to represent these activities is a budget of $5.6 million (constant).

700 High number reflects the strong influence of the position regarding the direction taken by the government with respect to the evolving nature of legal matters in Canada.

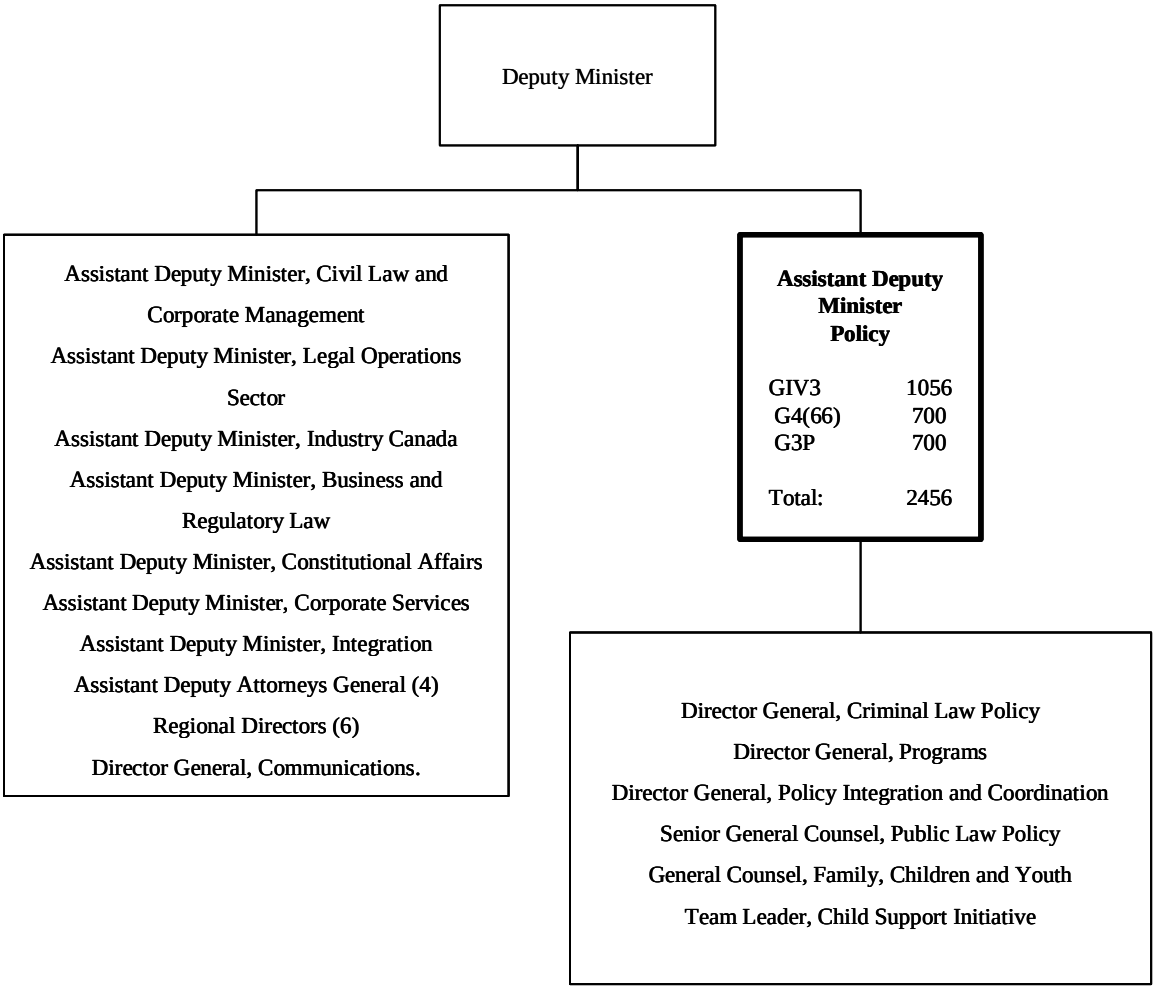
SUMMARY

GIV3	1056	G4(66)	700	G3P	700	=	2456	0

ASSISTANT DEPUTY MINISTER

POLICY

NUMBER: 10 – I – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 9-I-1

POSITION TITLE: Assistant Deputy Minister, Policy

GENERAL ACCOUNTABILITY

Is accountable for providing corporate leadership in the development, promulgation and implementation of national strategic policies, frameworks and plans to guide the reorientation of the Department's mission and management approach to its federal oceans responsibilities; delivering the Department's programs and services to support a sustainable yield of the fishery and a viable commercial harvesting and processing sector in concert with industry, national and international partners.

ORGANIZATION STRUCTURE

This is 1 of 16 positions at the first managerial level reporting to the Deputy Minister. The others are the Commissioner, Canadian Coast Guard; Assistant Deputy Minister, Fisheries and Aquaculture Management; Assistant Deputy Minister, Oceans and Habitat; Assistant Deputy Minister, Science; Assistant Deputy Minister, Human Resources and Corporate Services; Director General, Communications; Senior General Counsel; Executive Director, Fisheries Resource Conservation Council; Director, Departmental General Executive Secretariat; and 6 Regional Directors General.

Specific functions of the positions reporting to the Assistant Deputy Minister, Policy, are as follows:

Director General, Economic and Policy Analysis, (staff of 32) is responsible for directing the development and implementation of strategies and activities to identify major economic issues affecting the fishery resource; developing and monitoring the implementation of policies, strategies and frameworks to improve the economic performance and international competitiveness of the Canadian fisheries and their interdependence on other oceanic activities; and developing and implementing policy initiatives for specific areas of the fisheries sector.

Director General, Strategic Priorities and Planning, (staff of 16) is responsible for providing national leadership in developing and implementing comprehensive corporate policies in response to long-term initiatives to integrate the federal government's evolving role and long-term strategies into the Department's corporate vision; creating national corporate policy coherence; and establishing and implementing a departmental model for strategic and business planning and review processes consistent with the government's agenda.

Director General, Policy Coordination and Liaison, (staff of 17) is responsible for managing the policy processes, including federal-provincial relations, legislation and regulatory review and amendments.

NATURE AND SCOPE

The Department is engaged in developing and delivering policies and programs in support of Canada's economic, ecological and scientific interests in oceans and inland waters. The Department is responsible for developing and delivering operational programs, policies, standards, directives and cost-recovery services related to the legislated mandate of the Coast Guard; and managing major scientific and technical activities related to renewable fisheries resources and aquatic and oceans research and management programs of national and international consequence.

The Assistant Deputy Minister (ADM), Policy, provides corporate leadership for the development of a long-term national strategic policy and planning framework that guides changes to the Department's role in managing federal oceans responsibilities and the mode of protecting and advancing Canada's interests and concerns in the fisheries sector, both domestically and internationally. The incumbent provides the overall direction for establishing and maintaining strategic policy linkages throughout the Department so that specific operational policies and programs are developed as a coherent whole in support of the Department's mandate and strategic vision. The incumbent ensures that strategic linkages are in place, aligning all elements of the Department's strategic plan, as well as the strategic linkages to the overall policy agenda of the government.

The ADM defines the vision, formulates and promulgates the strategies and initiatives to articulate a national direction for the Department in response to the government's socio-economic agenda and the economic realities of the fisheries sector. The incumbent provides corporate leadership in changing the orientation of the Department, refocussing national policies and strategic plans to articulate a clear vision and direction for all program areas and regions. The incumbent ensures that these policies and plans are reflected in the functional guidance given to Regional Directors General and in the annual management accords in support of the Business Plan.

The ADM develops and articulates broad strategic directions for the federal government's responsibilities and for managing the Department's oceans responsibilities in a consistent and coherent manner. The incumbent must ensure that the government's overall socio-economic agenda is reflected in the Department's strategic policies on oceans; and that the appropriate linkages with this area of the Department's responsibility are established and maintained with central agencies, other federal government departments and provincial and territorial governments. The ADM is involved in broad discussions and negotiations with international organizations and foreign governments and

represents and advances Canada's interests in the responsible management of oceans.

A major challenge for the ADM is to ensure that strategic planning and policy development activities are integrated with the interests of a wide variety of fisheries management operational concerns, commercial interests of clients and stakeholders and the interests of provincial, territorial and foreign governments. In meeting this challenge, the incumbent ensures that the Department can assess the economic and market implications, for the fisheries, of various legislative, policy and regulatory initiatives from the Department and from other federal departments and provincial governments. The incumbent leads extensive consultations on economic issues affecting the fisheries.

The ADM defines, plans and directs the Department's involvement in international relations to advance Canada's fisheries conservation and trade interests, and to maximize allocations to Canadians from internationally managed fish stocks. This includes the negotiation and administration of international treaties affecting conservation, allocations and trade; the conduct of bilateral and multilateral fisheries relations with other countries; and the formulation and representation of international fisheries conservation, allocation and trade positions.

The ADM develops policy and negotiating positions, and leads negotiations on behalf of the Government of Canada on a number of critical issues, such as the extension of the Canadian fishing zone to 200 miles, the liberalization and expansion of Canada's trading horizon through World Trade Organization negotiations, the Free Trade Agreement with the United States and the North American Free Trade Agreement and negotiations leading to the Free Trade Agreement of the Americas.

The ADM plays a leadership role in educating the public through the media and public meetings to support government fisheries initiatives both domestically and internationally. The incumbent consults with academics, industry and community leaders to explain the Department's position and to receive their feedback.

The ADM is part of a strategic network, both inside and outside the Department and the federal government, to advance the Department's socio-economic and international interests and concerns. As a member of the senior executive team, the incumbent provides strategic advice on all departmental operational initiatives brought before the Departmental Management Committee. The incumbent is in frequent contact with senior officials of central agencies, other federal departments that affect the mandate and programs of the Department, provinces and territories to further the strategic interests of the Department. The incumbent also develops frequent contacts with senior representatives of foreign governments and international and national associations to develop working relationships.

DIMENSIONS (Constant Dollars)

FTEs:	65
Operating budget:	$7.3 million
Departmental operating budget:	$265 million

SPECIFIC ACCOUNTABILITIES

1. Directs the identification of strategic issues and ensures that the Minister and senior departmental management are provided with sound advice and recommendations in developing strategic policy frameworks to articulate and advance the Department's role in managing Canada's oceans responsibilities both domestically and internationally.

2. Provides corporate leadership in defining the Department's overall vision, and develops and implements strategies and initiatives to ensure that this vision becomes part of the Department's working culture.

3. Develops a comprehensive strategic policy and planning framework that integrates the Department's diverse interests at national headquarters and in the regions.

4. Directs the design, development and application of approaches, methodologies and tools to ensure the professional collection and analysis of appropriate economic data. Directs the design and development and coordinates the implementation of initiatives and programs to encourage industry growth and diversification.

5. Develops and implements policies, strategies and initiatives to establish and maintain bilateral and multi-lateral arrangements and to promote Canadian interests in the economic and sustainable development of the world's fisheries resources.

EVALUATION RATIONALE

Assistant Deputy Minister, Policy

KNOW-HOW

G Mastery of the legislation, priorities, programs and issues related to the Department's custodial mandate and corporate initiatives with respect to Canada's economic, ecological and scientific interests in oceans and inland waters; mastery of the principles and practices of strategic policy development and planning and of the interrelationships between provincial and territorial governments concerning the Department's mandated responsibilities; mastery of the principles, methodologies and practices related to economic research and analysis; and professional expert knowledge of the Cabinet system and of the workings of the Minister's and the Deputy Minister's offices.

IV Conceptual and operational management of a service-oriented unit requiring integration and coordination, within a comprehensive strategic framework, of a variety of corporate policy and planning issues and initiatives.

3 Critical human relations skills required to provide corporate leadership for the development of long-term national strategic policy and planning frameworks, and to develop cooperative working relationships within the Department, with other government departments and with representatives of foreign governments and national and international associations.

920 Mid-range number reflects the depth of professional knowledge and the conceptual and human relations skills required to integrate multiple and divergent priorities and programs into cohesive national strategic policies, frameworks and plans.

PROBLEM SOLVING / THINKING

G Thinking is done within overall government economic and environmental management policies and the Department's custodial mandate.

4 Analytical and constructive thinking is required to develop a cohesive strategic vision for the Department and to integrate that vision into comprehensive policy and planning frameworks and instruments requiring the development of new and imaginative approaches to policy development.

(66) 608 Analytical and constructive thinking is required to develop a cohesive strategic vision for the Department and to integrate that vision into comprehensive policy and planning frameworks and instruments requiring the development of new and imaginative approaches to policy development.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, manages the development of strategic vision and integrated corporate policy and planning frameworks and instruments to guide the Department's responsibilities related to the government's agenda in the fisheries and ocean sectors.

5C The position has a contributory impact on the strategic direction of the Department. The proxy selected to represent this impact is the departmental operating budget of $265 million (constant).

608 Mid-range number reflects the position's leadership role in developing strategic policy and planning frameworks to support the Department's operations and business practices.

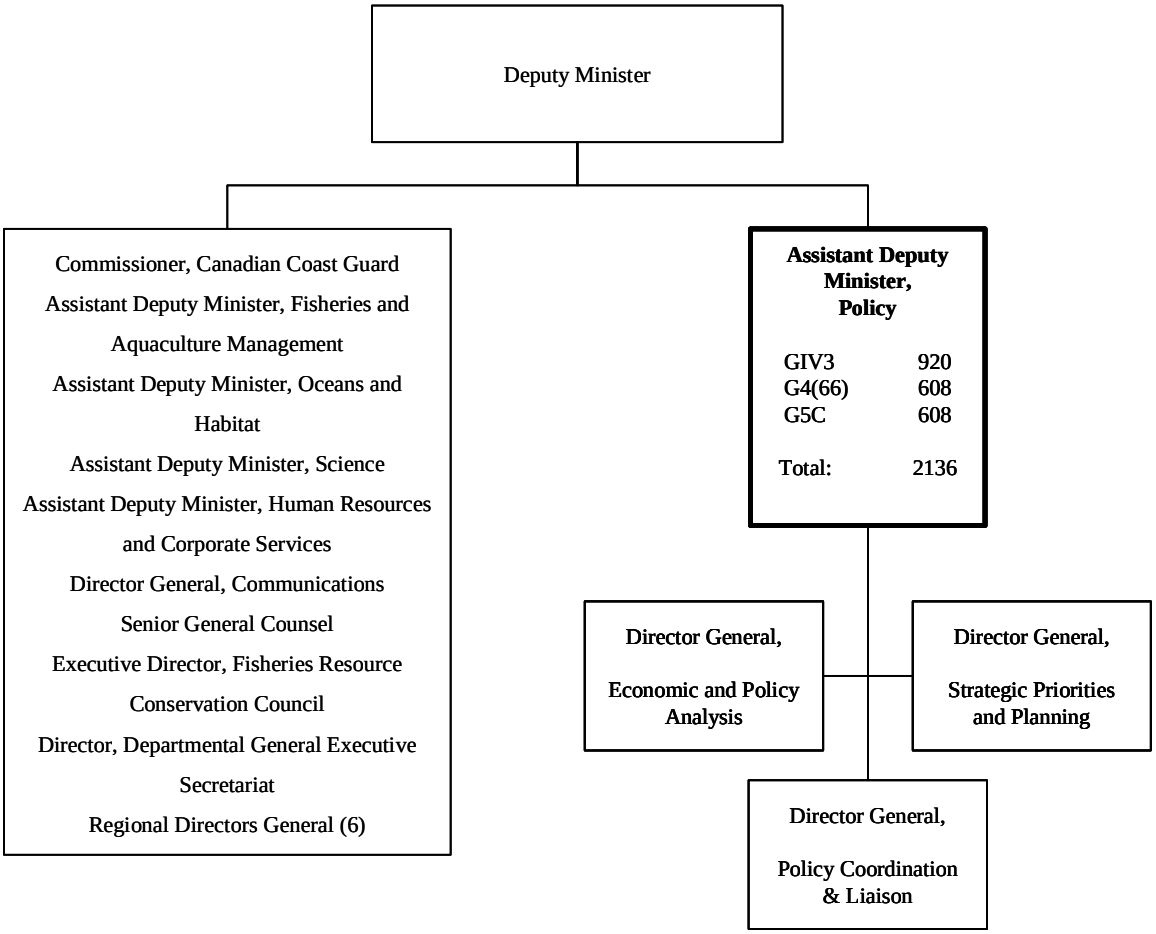
SUMMARY

GIV3	920	G4(66)	608	G5C	608	=	2136	0

ASSISTANT DEPUTY MINISTER

POLICY

NUMBER: 9 – I – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-I-1

POSITION TITLE: Director General, Strategic Policy Planning and Intergovernmental Relations

GENERAL ACCOUNTABILITY

Is accountable for the overall strategic policy of the Department and its implementation, and for its synthesis with both the policy directions of other government departments (OGDs) and the major priorities of the government as a whole to ensure that the Department has a coherent and consistent approach to planning and managing relations with First Nations and with other levels of government.

ORGANIZATION STRUCTURE

This is one of four positions at the second managerial level reporting to the Assistant Deputy Minister, Policy and Strategic Directions. The others are Director General, Communications; Director General, Treaties, Research, International and Gender Equality; and Executive Director, Litigation Management.

Specific functions of the positions reporting to the Director General, Strategic Policy Planning and Intergovernmental Relations, are as follows:

Director, Intergovernmental Relations, (staff of 15) is responsible for developing a corporate, strategic intergovernmental relations framework; representing the Sector in the development of a multilateral strategy on the Social Union Framework Agreement (SUFA) / Aboriginal involvement-related issues, including ongoing processes and funding approaches and increased Aboriginal participation in the economy; developing and maintaining management frameworks to support relations with Aboriginal organizations; and developing strategies to monitor provincial developments, implement partnering arrangements, facilitate more effective coordination of federal and provincial programs off-reserve, and address urban and off-reserve issues.

Director, Policy Planning and Integration, (staff of 15) is responsible for developing strategic frameworks to support major multi-sector policy initiatives; negotiating the resolution of policy conflicts; providing authoritative advice on the immediate and long-term implications of proposed resolutions; and integrating cross-sector policy development.

Director, Legislative Initiatives, (staff of 14) is responsible for providing a cohesive management framework to support the Department's significant

legislative development responsibilities; acting as the Department's legislative expert; and liaising with the Minister's Office, the Privy Council Office (PCO) and House Leaders.

Director, Cabinet Affairs and Coordination, (staff of 14) is responsible for the strategic management and cross-sector coordination of the Department's Cabinet and regulatory submissions; and quality-management frameworks and mechanisms to ensure consistently high quality submissions.

NATURE AND SCOPE

The Department is responsible for two separate yet equally important mandates: meeting the federal government's constitutional, treaty, political and legal responsibilities to First Nations, Inuit and Northerners; and supporting First Nations and Inuit peoples in developing healthy, sustainable communities and achieving their economic and social aspirations.

Within this context, the Director General provides professional and managerial leadership, both in the Department and across government, in order to develop the policy instruments and legislative enablers necessary to realize the Department's objectives, to promote and foster structural reform of the federal government's Aboriginal programming for the purpose of promoting self-sufficiency and economic development, and to enhance and strengthen the capacity of Aboriginal governments and organizations to run accountable, responsive government systems. The incumbent faces a significant challenge in leading a strategic and cohesive approach to policy in a multi-stakeholder and multi-jurisdictional arena, as well as generating a combination of results that are measurable in the short to medium terms and sustainable over the longer term.

The Director General builds collaborative and collegial relations among the Department's policy community in order to ensure the presentation of a single window to policy centres across the federal system within a complex operating environment, cutting across a broad spectrum of social, economic, political and cultural issues. The incumbent must deal effectively across a number of jurisdictions and with numerous stakeholders, each having their own agendas and set of expectations. The incumbent acts as a single window for the coordination of all Cabinet-related activities in the Department and manages the Department's Cabinet and regulatory submissions, ensuring that the Cabinet agenda is closely tracked and that briefings are prepared.

The Director General leads the development of strategic goals and policies that reflect ministerial direction on Aboriginal issues and guides the Department's significant policy advocacy and agenda-setting role across the federal system. In creating the policy hub for the Department and the government in relation to Aboriginal matters, the Director General plays a pivotal role in shaping and influencing policy directions across the Department and throughout government.

The incumbent ensures the review and assessment of departmental policy against the backdrop of overall federal priorities and in the context of their interrelationships with a range of other policy initiatives. Because the Department / federal government is reorienting its relationship with First Nations to government-to-government relations, there are few tested policy precedents on which to draw. This increases the complexity of the Director General's responsibility in an environment of increasingly fluid inter-jurisdictional relationships.

The Director General provides leadership and direction in developing, implementing and promoting overall coordination and an integrated lateral perspective within the Department and across the policy community at the federal and provincial levels, with respect to major corporate and national policy interaction. The incumbent faces a significant challenge in creating an integrating framework that will facilitate and advance the execution of bilateral federal-provincial game plans. This framework influences the annual multi-billion dollar spending on Aboriginal issues and undertakings and must be responsive to the various positions and program responsibilities of the stakeholders, while at the same time advancing the Department's long-term policy agenda and that of the federal government.

The Director General sustains the Branch's strategic and future-focussed capacity, while at the same time ensuring that there is an issue-specific response capability. In addition to providing a tactical role, the incumbent capitalizes on opportunities for cooperation and multilateral collaboration in order to resolve issues that require government-wide attention. Of equal importance is the need to assess the issues in the broader context, and the Director General ensures that systemic problems are identified and that policy action is taken.

The Director General represents the Department in negotiating the resolution of policy conflicts in the Department and with its federal policy partners, First Nations representatives and the provinces and territories. As well, the incumbent is accountable for reinforcing and managing strategic relationships and senior-level linkages with the Privy Council Office (PCO), the Prime Minister's Office (PMO) and the Treasury Board Secretariat (TBS).

The Director General oversees and guides the development of the Department's annual and multi-year legislative plans and ensures that priorities are attuned to the overall federal agenda. The responsibility of advancing the legislation adds to the pressure and complexity of the work because the legislation is pivotal to First Nations' social, economic and cultural independence and stability, and it has enormous fiscal and financial implications.

The Director General provides advice to the Minister, the Deputy Minister and the Assistant Deputy Minister on sensitive issues that impact on the Department's and federal government's policy and planning agenda related to First Nations and other Aboriginal groups. As well, the incumbent oversees reviews of the

legislative agenda, assesses implications, and develops strategies to strengthen the Department's overall position.

The Director General has extensive representational responsibilities at the most senior levels among OGDs, central agencies, the provinces, the territories and First Nations' organizations. In this capacity, the incumbent plays a key role as advocate, negotiator and representative in advancing the Department's perspective, ensuring policy alignment with the federal government's key policy priorities. The Director General faces a number of challenges in a management environment where the demand for fast action and results is offset by an equally strong imperative for consultation and collaborative action.

DIMENSIONS (Constant Dollars)

FTEs:	60
Operating budget:	$900,000
Grants and contributions:	$167,000
Annual government spending on Aboriginal issues and undertakings:	$1.0 billion

SPECIFIC ACCOUNTABILITIES

1. Ensures leadership in creating a centre for the integration of policies and legislation on issues related to First Nations and Aboriginal matters in the Department, across the federal government, and in partnership with other governments; and represents the Department's interests and priorities in negotiating the resolution of policy conflicts among stakeholders.

2. Oversees the development of the Department's annual and multi-year legislative plans; directs the development of legislative management frameworks and models in order to streamline processes and support the development of enabling legislative models; and directs overall approaches for specific legislative initiatives and statutory renewal.

3. Directs the development of corporate, strategic intergovernmental relations frameworks consisting of multilateral and bilateral strategies, and ensures that the frameworks provide a consistent and flexible approach in dealings with various governments across Canada.

4. Directs the development and maintenance of an issues-specific response capacity in order to manage urgent and high-profile inter-sector policy issues.

5. Directs the strategic management and preparation of Cabinet and regulatory submissions, and oversees preparations for the Minister's participation in Cabinet meetings.

6. Represents the Department and the federal government in a number of senior fora, and builds and sustains strategic relationships and linkages with the PCO, the PMO and the TBS.

EVALUATION RATIONALE

Director General, Strategic Policy Planning and Intergovernmental Relations

KNOW-HOW

G Mastery of the concepts, practices and interrelationships of and between the various levels of government and of government operations. In-depth professional knowledge of Aboriginal social and economic aspirations; the demands, legal rights and entitlements of Aboriginal people; and government objectives and prevailing policy governing First Nations programs and legal obligations. In-depth knowledge of the interrelationship between the policy requirements of OGDs and stakeholders.

III Conceptual and operational management of the development and formulation of the Department's overall strategic policy, research and strategic initiatives to support the Department's leadership role in establishing and refocussing the federal government's policies relating to Aboriginal people and various Northern initiatives. Lead role in monitoring and influencing policy in OGDs relative to Aboriginal issues; and strategic management and resourcing of a high volume of legislation guiding the development of the Department's annual and multi-year legislative plans.

3 Successful achievement of objectives required to establish sound interpersonal relationships built on understanding and trust in highly sensitive and at times threatening situations.

800 High number recognizes the requirement for mastery of the government policy agenda, as well as that of the other federal departments involved in policy making related to Aboriginal people, the wide variety of program and service policies within the Department and the need to coordinate the legislative aspect of a complex policy development environment.

PROBLEM SOLVING / THINKING

F Thinking within broadly defined government and department policies and objectives to advance Aboriginal self-governance, develop and implement the Department's strategic policy, and manage the policy linkages with other federal departments in order to resolve issues and coordinate policy proposals impacting on the social, cultural and economic well-being of the Aboriginal people.

4 Novel thinking is required to shape government policy affecting Aboriginal people and to design the overall strategic policy functions in order to take advantage of the change in relationship among Aboriginal peoples, various levels of government and the rest of Canadian society.

(57) 460 Higher percentage recognizes the diversity of subjects addressed and the analytical challenge associated with directing high profile strategic policy development and its legislative coordination.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Policy and Strategic Direction, receives broad direction in the delivery of strategic policy and direction activities and in managing relations with First Nations and other levels of government.

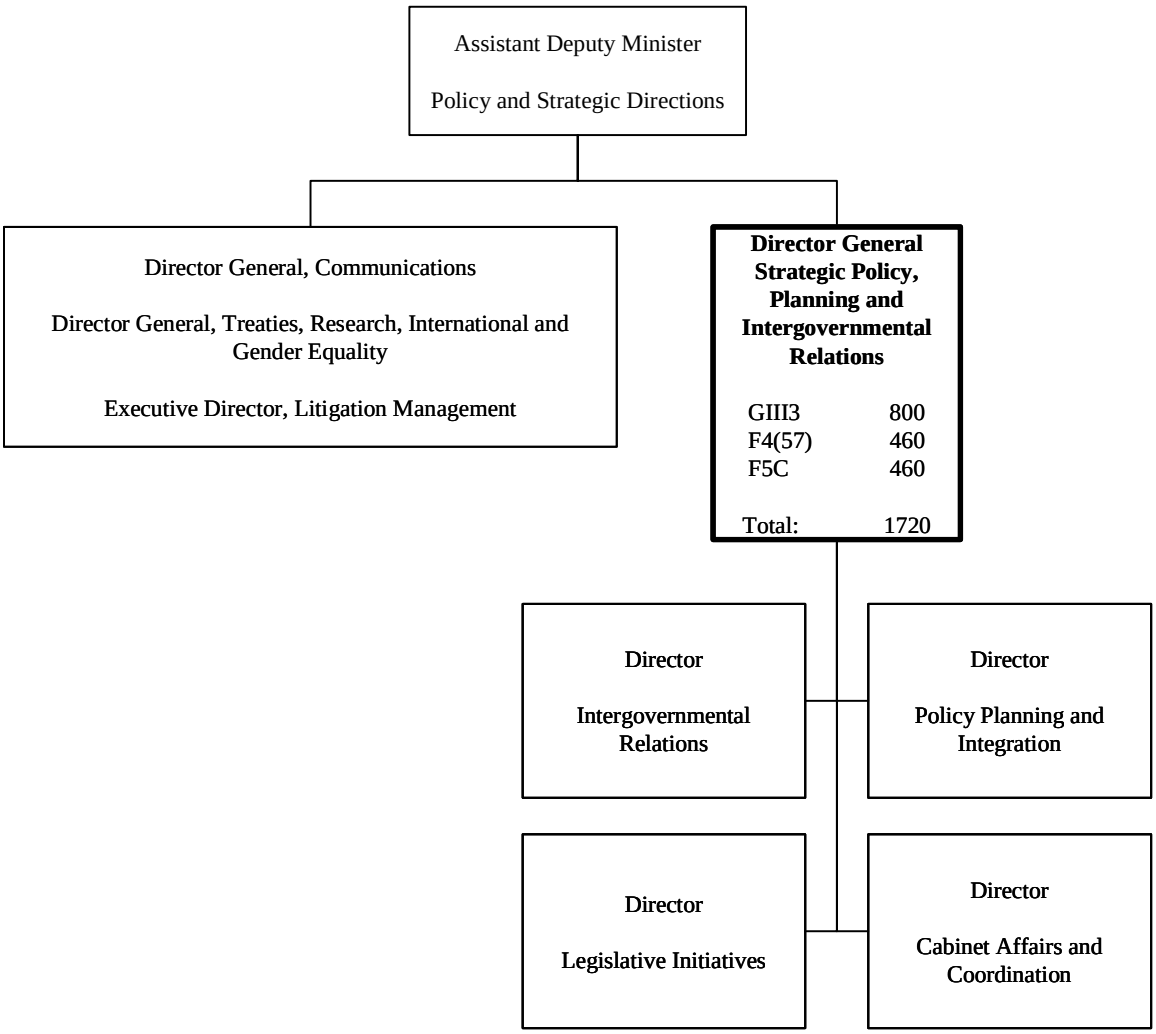
5C The subject position has a contributory impact on the costs of government services to First Nations, currently valued at $1 billion (constant).

460 The high number recognizes the strong contributory impact of the subject position on the cost of government services to First Nations and its discretionary management of the Division's activities.

SUMMARY

GIII3	800	F4(57)	460	F5C	460	=	1720	0

DIRECTOR GENERAL
STRATEGIC POLICY PLANNING AND INTERGOVERNMENTAL RELATIONS
NUMBER: 8 – I – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-I-1

POSITION TITLE: Director, Policy, Planning and Partnerships

GENERAL ACCOUNTABILITY

Is accountable for providing leadership in planning and managing scientific activities by directing the conduct of research related to science governance and science planning and by developing and updating a framework for science in order to identify and address the Department's science requirements and priorities.

ORGANIZATION STRUCTURE

This is one of three positions at the second managerial level reporting to the Chief Scientist. The other two are Director, Science and Research Capacity and Excellence; and Executive Director, Health Research Secretariat and Administrative Services.

Specific functions of the positions reporting to the Director, Policy, Planning and Partnerships, are as follows:

Science Policy Coordinator (staff of 3) is responsible for supporting and enhancing internal coordination and cooperation on strategic science policy issues and initiatives intra- and interdepartmentally.

Senior Policy and Planning Officer (staff of 1) is responsible for developing and updating a framework for science and a forward-looking departmental science plan that identify the Department's science requirements and priorities, and fostering and developing internal partnerships to maximize the effectiveness of scientific activities.

Senior Manager, Secretariat, (staff of 3) is responsible for identifying issues for consideration, and providing operational and secretariat support to the Department's Research Ethics Board and the Minister's Science Advisory Board.

Special ad hoc unit (staff of 6) is responsible for addressing specific challenges, and high-level corporate and horizontal projects and initiatives that involve interactions with the Department's executive, science and policy communities.

NATURE AND SCOPE

The Office of the Chief Scientist (OCS) provides leadership in and promotes awareness of the Department's science and research activities. It champions excellence and innovation in science and research both within and outside the Department; and ensures its capacity to perform, harness and interpret sound science and research for evidence-based decision making. Working with the Department's science and policy communities, the OCS supports the Department's roles in Canada's health research and information system.

It is in this context that the Director, Policy, Planning and Partnerships, identifies and builds a coordinated approach to science-related challenges and opportunities of common interest in the Department, through the development of a framework for science and a forward-looking departmental science plan that identify the Department's science requirements and directions. The challenge for the incumbent is to ensure a balanced portfolio of science activities. The incumbent promotes, facilitates and evaluates departmental adoption of and adherence to the Framework for Science and Technology Advice (a government-wide policy on the use of science advice in government decision making); and directs the provision of secretariat support to the Department's Research Ethics Board and the Minister's Science Advisory Board.

The Director leads the development of new innovative models for science and research that move away from vertical, internal approaches to more horizontal ones (across government and health research systems), and for competitive and multi-stakeholder approaches to performing science and technology activities. As the champion of science, the incumbent facilitates partnerships and dialogue with industry, academia, non-governmental organizations and the international community to ensure that the Department has access to the sound science that it requires for evidence-based decision making and to engage these organizations in addressing emerging science issues of strategic importance to the Department, the federal government and Canadians.

The Director manages various special ad hoc and temporary units created to address specific challenges and high-level corporate and horizontal projects and initiatives that involve interactions with the Department's executive, science and policy communities. The incumbent also establishes priorities and objectives for those units.

The Director provides advice and support to the Chief Scientist to assist in determining the strategic directions for that office, and to develop operational plans and set priorities that ensure that the Department positions itself strategically as a key player in a complex network involving national and often international agencies, government institutions, universities, non-government organizations, and private and not-for-profit research institutes. A challenge for the Director is to ensure that the Department has the capacity to perform and the

ability to harness and interpret sound science and research and that it plays a key role in Canada's health research and information system.

Another challenge is the requirement to plan and provide leadership to a secretariat that provides advice and guidance on the coordination, planning and organization of meetings to the Minister's Science Advisory Board and the Department's Research Ethics Board.

The Director provides functional advice and guidance on horizontal policy issues, science and research planning, and ongoing collaboration and partnerships to a wide variety of policy, planning and other professional research and scientific staff to further develop scientific and research capabilities and effectiveness.

DIMENSIONS (Constant Dollars)

FTEs:	15
Operating budget:	$216,000
Department science and research budget:	$39.4 million

SPECIFIC ACCOUNTABILITIES

1. Provides management support to the Chief Scientist in the development and review of the Department's policies, practices and operational priorities related to scientific and research activities and in planning and monitoring the activities of the OCS.

2. Develops, implements and monitors a framework for science and a comprehensive long-term science plan to maintain the focus of science activities in support of the Department's mandate and priorities.

3. Provides expert advice to senior management on horizontal partnerships in order to improve collaboration on and management of science activities across the Department.

4. Develops extensive intelligence and consultative linkages with other government departments and agencies and with external organizations in Canada and internationally (e.g. universities, and private and not-for-profit organizations) in order to enhance and promote the understanding of departmental research activities, and to identify concerns and priorities; advocates strategic directions and interests on major issues and initiatives; harmonizes and coordinates scientific research activities; and works with the international community to identify areas where partnerships could be developed.

5. Directs special units created to address specific challenges, high-level corporate and horizontal projects and initiatives that involve interactions with the Department's executive and science policy communities (e.g. the current Framework for Science Secretariat Unit).

6. Directs a Secretariat that provides advice and research services for and guidance on the coordination, planning and organization of meetings in support of members of the Minister's Science Advisory Board and the Department's Research Ethics Board.

EVALUATION RATIONALE

Director, Policy, Planning and Partnerships

KNOW-HOW

F Extensive knowledge of the Department's mandate, organizational structure, programs, priorities and objectives; the priorities and policies of the federal government related to science and technology; and the activities, programs and objectives of other science departments, nationally and internationally, and the scientific community in the private sector and academia. Professional knowledge and expertise is required of the planning function at the strategic and operational levels, including its management, development, monitoring and evaluation.

III Operational and managerial coordination of planning involving all science-related activities across the Department; monitoring its effectiveness and identifying the Department's science requirements and priorities.

3 Critical level required in dealings with departmental branches with science-related activities to develop consolidated and collaborative efforts in the Department on science governance and science policy and on planning issues and initiatives with science-based departments, agencies, industry, universities, non-government organizations and the international community.

608 High number reflects the breadth of expertise required to coordinate all departmental science policy and planning activities to ensure a comprehensive long-term science plan, and the critical level of human relations skills required to develop collaborative efforts in health science policy and planning activities across a vast network of stakeholder groups.

PROBLEM SOLVING / THINKING

F Thinking within the broad mandate of the Office of the Chief Scientist, the position develops science-related operational and strategic plans in the Department.

4 Interpretive, evaluative thinking in the development of a framework for science and a departmental science plan, identifying science requirements and priorities to ensure that science is reflected fully and appropriately in departmental programs and planning.

(50) 304 Solid percentage reflects the thinking environment carried out within broad departmental and established objectives and the thinking challenge required to deal with variable situations requiring interpretive and constructive thinking.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Chief Scientist, the position is subject to general direction, recommendations and impact on the direction of departmental scientific responsibilities and activities.

4C Contributory impact through operational and strategic planning impacting on the departmental science and research budget of $38 million (constant).

350 High number reflects the position's latitude in determining science requirements and directions and the significance of the impact on departmental science activities and approaches.

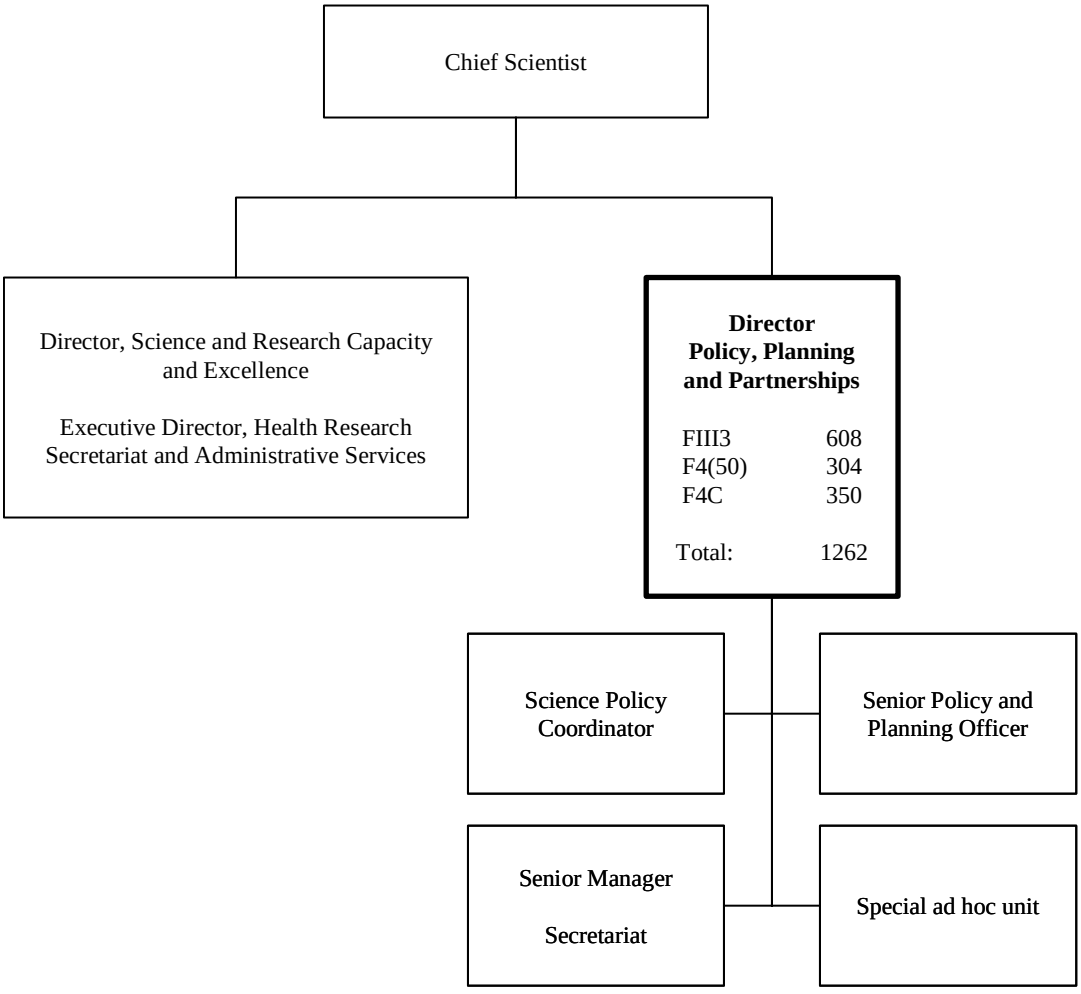
SUMMARY

FIII3	608	F4(50)	304	F4C	350	=	1292	A1

DIRECTOR

POLICY, PLANNING AND PARTNERSHIP

NUMBER: 6–I–1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-I-2

POSITION TITLE: Director General, Policy and Planning

GENERAL ACCOUNTABILITY

Is accountable for developing, implementing and managing an integrated policy and planning framework to support departmental achievement of objectives and to enhance and streamline departmental business practices.

ORGANIZATION STRUCTURE

This is one of six management positions at the second managerial level reporting to the Assistant Deputy Minister, Corporate Development. The others are Director General, Systems Planning and Development; Director General, Research; Director General, Intergovernmental Affairs; Director, Corporate Integration; and Director, Values and Ethics.

Specific functions of the three positions reporting directly to the Director General, Policy and Planning, are as follows:

Director, Policy Review and Implementation, (staff of 16) coordinates the development and maintenance of all corporate policies; and directs the review, implementation and interpretation of program policies and directives.

Director, Priorities and Planning, (staff of 17) designs, develops, articulates, implements and evaluates an overall operational and financial planning framework for the Department; integrates operational and financial plans with functional plans and other related departmental policies; runs a priority-setting process in support of the Priorities Committee's decision making and resource allocation process and provides secretariat services to that committee; maintains an up-to-date inventory of all active departmental projects; and provides a centralized focus for departmental standards, guidelines and plans.

Director, Management Practices, (staff of 5) coordinates and directs the development of the Department's strategic plan; provides departmental workload and economic forecasts; assesses departmental implications of all incoming and outgoing Cabinet papers; identifies areas for improving management practices; recommends solutions and strategies for implementing improvements; and maintains a directory of corporate information elements and sources.

NATURE AND SCOPE

The complexity and diversity of the Department, the increasing involvement of partners and stakeholders in the delivery of new programs and initiatives being introduced to enhance departmental efficiency, effectiveness, sensitivity and responsiveness are all factors that present significant challenges to the Director General.

The Director General provides leadership in supporting and shaping departmental policies, which must be aligned with government-wide plans and priorities. The incumbent serves as the Department's focal point for corporate policy development and leads the innovative development work required to support and enhance the capacity of the program branches to conduct focussed policy planning, integration and monitoring activities within their respective program areas. The incumbent also manages the development and promulgation of operational policies and procedures that provide a framework for departmental business practices.

The Department has made substantial improvements to its policy, planning and control systems and has introduced innovative changes to its operations, training facilities, organization and program structure to increase overall productivity and program effectiveness. It has also developed new and alternate strategies for managing scarce and diminishing resources.

The Director General manages the creation of the overall planning framework and advises departmental managers, from the Deputy Minister to responsibility centre managers, on policy planning. The incumbent develops procedures and guidelines to facilitate the development of strategic, multi-year and budget-year plans and their integration with functional plans. Integrating these diverse plans successfully, whether they be short-, medium- or long-term, and communicating them to central agencies and to managers throughout the Department is critical to sound decision making on priorities, timing, and financial and human resourcing.

The key challenge for the Director General is to ensure that all corporate planning functions (strategic, operational and financial) and the related management systems are consistent with each other, with the departmental policy framework, and with other management processes, such as performance measurement, priority setting, project management and management reporting, while integrating the full range of functional planning.

The Director General provides qualitative and socio-economic forecasts and analyses of external variables of strategic importance to the Department and integrates these into the Department's strategic, multi-year operational and financial planning processes. The incumbent prepares output plans resulting from these processes and accurately depicts costs in the main estimates.

The Director General oversees the assessment of departmental plans and branch submissions for conformity with governmental and departmental policies, directives and senior strategic management decisions. The manner in which these assessments are made and when they are made can seriously affect the quality of decisions made by senior management. Based on these assessments, the incumbent makes recommendations for improvements to policy, plans, procedures and processes.

The Priorities Committee is the principal executive forum in the Department for considering matters pertaining to program priorities, and corporate resourcing strategies and controls, which are fundamental to the Department's direction. The Director General is an active member of this committee and plays a critical role as the principal advisor on all aspects of resource management policies, priorities and strategic objectives. The incumbent is also responsible for providing advice on the full implication of ongoing and proposed programs (Treasury Board submissions and Cabinet documents), and providing continuing analysis of resource policy issues affecting new or enhanced initiatives.

The Director General implements innovative and analytical methods of resource planning and analysis based on macro program indicators linked to accepted levels of service standards. This process involves extensive consultations with the line branches, which are responsible for the standards and delivery of the programs. The Director General must advise corporate managers on the balance between the mandate of the program and the resources required for effective execution. The incumbent consults with and advises senior managers on the definition, specification and establishment of planned results to be achieved.

In addition, the Director General has a major responsibility for providing the impetus and leadership in continuing improvements in the area of management practices. The incumbent is responsible for identifying areas in the Department where management practices can be improved or streamlined, and recommending solutions and strategies to the Assistant Deputy Minister.

The Director General is responsible for the development, implementation and maintenance of departmental policy on information management. This includes the development of an information plan linking systems development efforts with the strategic direction of the Department. In support of departmental decision making, the incumbent is also responsible for ensuring the accuracy, timeliness and accessibility of corporate information to senior management.

The Director General is the focal point for communication between the Department, the Treasury Board Secretariat and other central authorities and agencies with respect to corporate policy, Treasury Board submissions, management practices and reporting. This role is considered essential because liaising with central agencies on planning and general management policy and direction is critical to maintaining a sound strategic outlook for the Department.

The Director General is responsible for providing a research and analysis capability in order to respond to requests for corporate or inter-branch special projects, studies, theme papers, etc. These special requests frequently have short turnaround times and are required to address departmental impacts of government initiatives and to provide commentary and analysis of issue papers, proposals, etc. from a corporate perspective.

DIMENSIONS (Constant Dollars)

	Directorate	Department
FTEs:	40	9,700
Operating budget:	$491,700	$103.6 million

SPECIFIC ACCOUNTABILITIES

1. Develops and directs an integrated departmental approach to policy development, ensuring that the Department's policies and programs are relevant, realistic and responsive to its mandate.

2. Provides policy direction and support services to departmental management on all aspects of operation and corporate policy, planning and management practices.

3. Coordinates departmental planning with other management support systems, including performance measurement and project management.

4. Advises the Assistant Deputy Minister and senior managers on matters related to management decision-support systems, planning, resource allocation and distribution; and recommends departmental objectives, strategies, goals and priorities.

5. Oversees the preparation of resourcing documents on behalf of the Department and provides alternatives and recommendations to senior management concerning the sources of funding for unexpected items or imposed resource reductions.

6. Ensures a continued focus on improving management practices in the Department and advises senior management on any matters requiring resolution.

7. Directs the development, implementation and maintenance of a departmental policy on information management to ensure effective strategic planning of information systems and a comprehensive base of corporate information.

EVALUATION RATIONALE

Director General, Policy and Planning

KNOW-HOW

G Mastery of policy development, management practices, and strategic and operational planning principles and techniques; and thorough knowledge of departmental operations and organization and the roles of central agencies as they affect departmental policies, plans and programs.

III Operational control of the development of the policy and planning framework, socio-economic forecasting and the identification and analysis of external influences in departmental programs. Conceptual coordination of Department-wide policy and planning activities, including financial, strategic, operational, work and emergency planning, and improvement activities in management practices.

3 Successful achievement of objectives requires motivating staff and providing advice at the most senior levels in the Department.

608 Lowest number reflects the expertise required to manage interrelated functions in a single-focus, highly operational department.

PROBLEM SOLVING / THINKING

F Thinking within broad government and departmental goals and objectives to develop appropriate policies and planning frameworks and to provide authoritative advice on management practices and strategies.

4 Analytical and constructive thinking required to develop strategic, operational and corporate policy and planning frameworks, and related management practices.

(57) 350 Higher percentage reflects the challenges associated with developing corporate policies, integrating operational plans and priorities, and leading change in business processes and practices to enhance departmental efficiency and effectiveness.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Corporate Development, the position is subject to broad government policies and departmental goals in the development of strategic policy, planning and management frameworks.

5C The position has a contributory impact on departmental activities. The proxy selected to represent these activities is an operating budget of $103 million (constant).

400 Mid-range number reflects the significance of the impact that the position has on departmental plans and priorities and on the efficiency and effectiveness of departmental delivery processes.

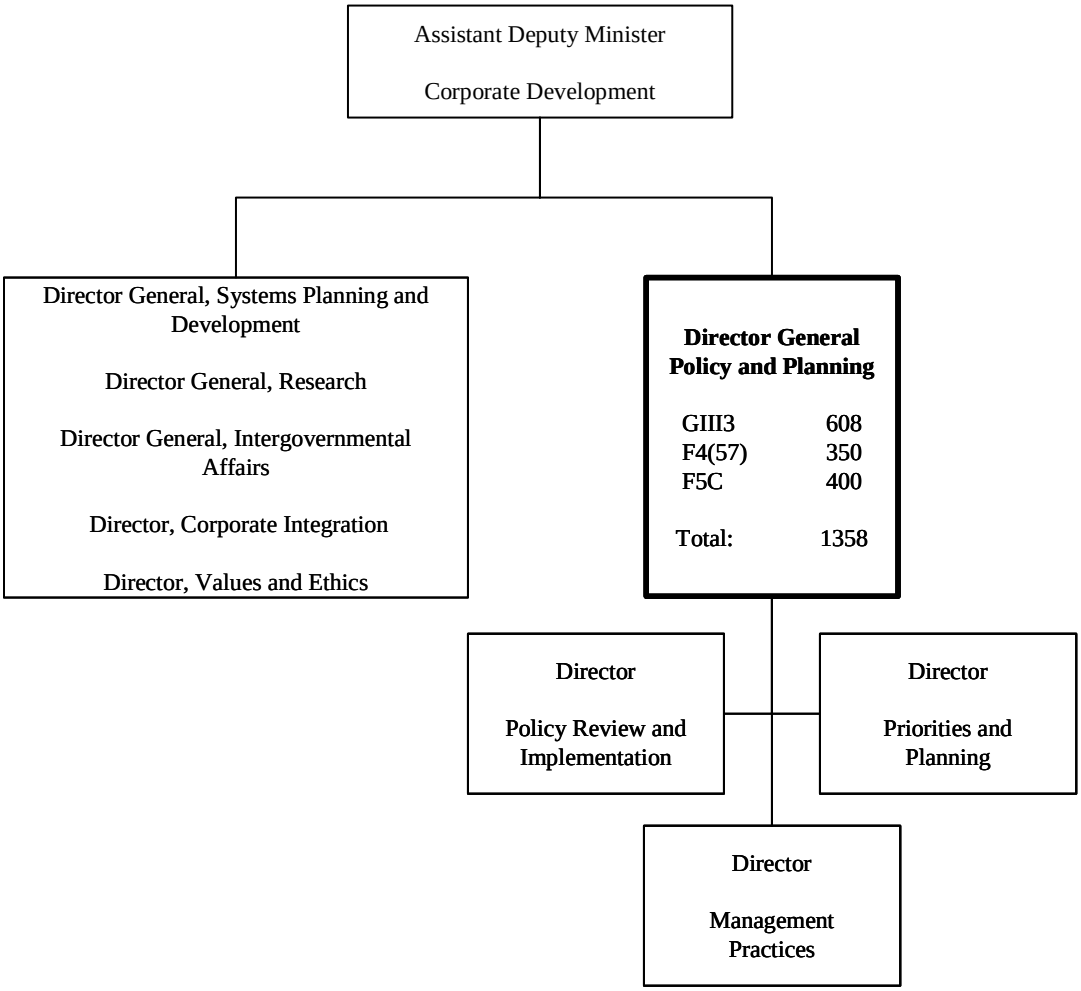
SUMMARY

GIII3	608	F4(57)	350	F5C	400	=	1358	A1

DIRECTOR GENERAL

POLICY AND PLANNING

NUMBER: 6–I–2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 5-I-1

POSITION TITLE: Director, Policy and Initiatives

GENERAL ACCOUNTABILITY

Is accountable for managing a policy and planning centre that creates strategic policy frameworks for developing policies and programs related to the young offenders, Native Court Workers, legal aid, and Public Legal Education and Information programs; and for coordinating and administering related joint federal-provincial-territorial program initiatives and financial arrangements.

ORGANIZATION STRUCTURE

This is one of three managerial positions at the third level reporting to the Director General, Programs. The others are Director, Operations; and Director, Innovations, Analysis and Integration.

Specific responsibilities of the (7) Policy Analyst positions and Legal Counsel reporting to the Director, Policy and Initiatives are as follows:

To lead projects in the design and development of new policy initiatives; develop policy proposals and recommendations; address and resolve complex legal problems relating to policy implementation; coordinate and administer joint federal-provincial-territorial initiatives and financial arrangements; and provide expert advice and guidance to senior managers in the Department and in other government organizations regarding legal obligations, legislation, policy development and program implementation.

NATURE AND SCOPE

The Department supports the administration of justice in Canada by providing legal services to the Government of Canada, in conformity with the law and the public interest, including legal advice, litigation, legislative drafting, and development and implementation of national law programs. The Department plays a lead role in criminal justice policy and law, human rights policy and law, family and youth policy and law, administrative law, and administrative policy applying to courts and judges. The Department also administers grants and contributions programs and provides services to the public.

The Director is accountable for organizing and directing a centre of expertise for strategic policy analysis and for the design, development, implementation, coordination and evaluation of the legal aid, young offenders, Native Court Workers, Public Legal Education and Information programs, and joint federal-provincial initiatives. The incumbent plays a lead role in the development, negotiation and implementation of cooperative initiatives with other departments, other levels of government and foreign governments to promote a continuous learning environment and to identify and address key policy inadequacies in current justice services.

The Director is responsible for leading specialists in the analysis and development of policy that reflects innovative approaches, strategies and goals. The incumbent must ensure that consultations are conducted with legal, social, economic and research authorities and specialists throughout the Department, as well as in other departments, provincial governments and foreign governments, in order to identify financial and socio-economic factors that affect policy and fair justice in Canada, and to identify innovative policy and administrative practices from other jurisdictions.

The Director faces significant social policy and jurisdictional challenges in the development of policy, new program designs and alternative service delivery models. The incumbent is responsible for ensuring that programs are developed in a manner that ensures intergovernmental cooperation to enable the provision of uniform and standardized services and financial support in all provinces and territories.

The Director must also recognize distinct cultural, geographic and economic differences, while at the same time find novel policy solutions to improve national standards. The incumbent faces the challenge of tailoring policy to respond to the cultural orientation, views, traditions and needs of different peoples and groups, especially in cases where traditional policy, agreements and programs have failed.

The policies implemented by the Director play a crucial role in supporting the Department’s legislative agenda and must emphasize prevention and alternative measures, rather than take the traditional custodial approach, in order to effectively address the concerns and needs of citizens in a variety of geographic, economic and cultural circumstances.

The Director is responsible for advising and making recommendations to senior departmental managers and to members of parliament on policy analysis, strategy and implementation matters. The incumbent is also responsible for consulting and coordinating policy initiatives with other senior branch managers in order to assess national priorities and key cultural, economic and social issues to ensure the delivery of equitable justice services and programs to Canadians.

The Director is responsible for chairing and participating in departmental, interdepartmental, federal-provincial-territorial and other intergovernmental committees, working groups and councils to negotiate, coordinate and improve joint activities and to obtain agreement on policy development strategies. The incumbent is expected to develop and maintain effective working relationships with other levels of government, foreign governments and non-government organizations. Frequent and close contact with other government organizations is required to address policy concerns because policy and program recommendations and decisions frequently affect the programs, policies and plans of other departments and other levels of government.

DIMENSIONS (Constant Dollars)

FTEs:	9
Operating budget:	$220,000
Grants and contributions:	$48 million

SPECIFIC ACCOUNTABILITIES

1. Directs a policy centre to that provides strategic analysis, development, implementation, interpretation, coordination and quality review of joint federal-provincial-territorial justice policy initiatives.

2. Provides expert advice and recommendations to senior management regarding program planning, policy development, long-term strategies, resource plans, use of grants and contributions, and other initiatives to ensure the development of effective policy and program initiatives in support of the Department’s mandate.

3. Chairs and participates in departmental, interdepartmental, federal-provincial-territorial and other intergovernmental committees, working groups and councils to negotiate, coordinate and improve joint activities and to obtain agreement on policy development strategies.

4. Directs the planning, negotiation and implementation of new pilot project initiatives, agreements and cost-sharing arrangements with a large number of federal, provincial and territorial government organizations in order to ensure the implementation of coherent and integrated legal support programs in Canada.

5. Administers, monitors and evaluates intergovernmental legal programs supported by grants and contributions on behalf of federal, provincial and territorial working groups.

EVALUTION RATIONALE

Director, Policy and Initiatives

KNOW-HOW

F Specialized and extensive knowledge of the concepts, techniques, processes and theories in use in the Canadian justice system and of policies related to the requirements for changes in family and administrative law; in-depth knowledge of the Department's policies and programs and of related programs of other federal government departments and provincial and territorial governments; and solid knowledge of the policies, practices and processes for managing grants and contributions.

III Manages and integrates the formulation of long-range objectives, strategies and policies that directly influence other functions of the Department; initiates policy, program and legislative change with other levels of government and non-governmental and volunteer organizations; manages programs, including grants and contributions and pilot programs, with the provinces and territories.

3 Successful achievement of objectives requires the incumbent to provide advice to and negotiate agreements with other levels of government and to convince officials at other levels of government and peers and senior officials to adopt the Department's course of action.

528 Mid-range number reflects the solid expertise required in a number of departmental policies and programs and the critical nature of human relations skills required to negotiate agreements with officials at other levels of government.

PROBLEM SOLVING / THINKING

F Thinking is done within the generally defined objectives and principles in developing policies, conducting consultations and negotiations, and defining strategic directions to guide the Department in its relationships with other departments and with other levels of government involved in the administration of justice.

4 Negotiating federal-provincial-territorial agreements and developing innovative policy and strategic positions require a high degree of analytical and constructive thinking—often on short notice.

(50) 264 Solid percentage reflects the degree of assistance within the Department's overall policy agenda to identify, recommend and support new policy and program directions for the Department.

ACCOUNTABILITY / DECISION MAKING

F Reporting to a Director General, negotiates and administers joint legal programs and new initiatives with the provinces, and ensures that the Directorate has a relevant and coherent policy direction in relation to legal aid, young offenders, the Native Court Workers Program and related administrative law initiatives at various levels of government in Canada.

2P The position has a primary impact on all activities undertaken by the Directorate. The proxy used to represent these activities is a budget of $220,000 (constant).

264 Number selected reflects the budget level and the degree of freedom in providing policy and program development, and program direction and evaluation, and in negotiating cooperative fiscal arrangements with other levels of government.

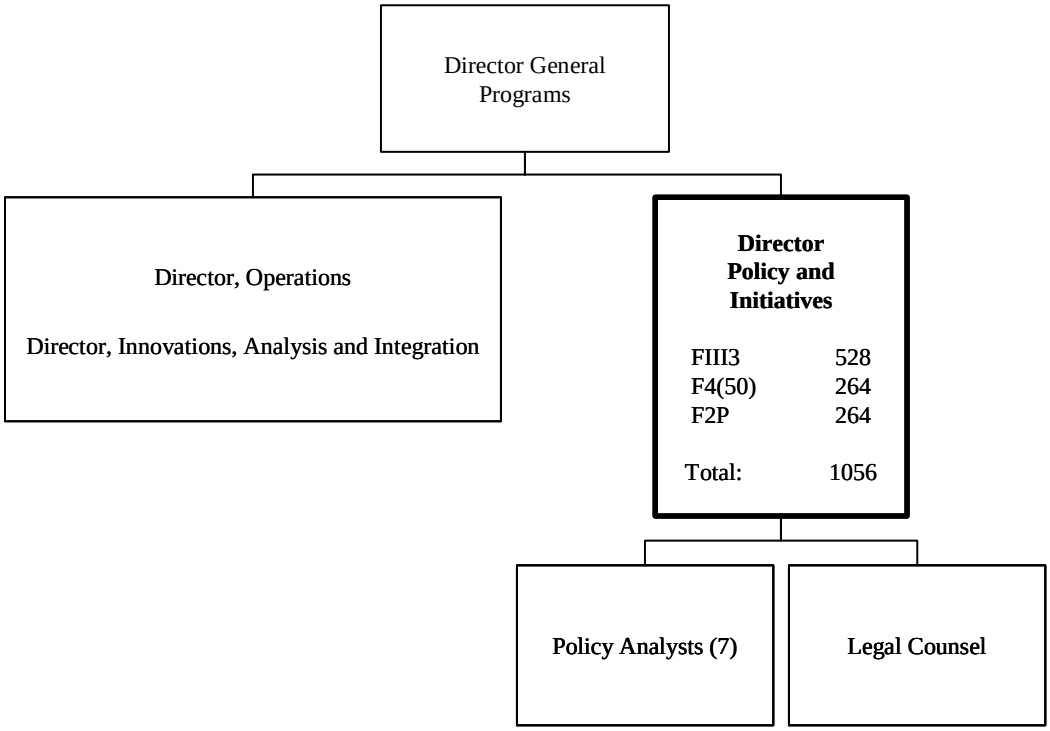
SUMMARY

FIII3	528	F4(50)	264	F2P	264	=	1056	0

DIRECTOR

POLICY AND INITIATIVES

NUMBER: 5 – I – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-I-1

POSITION TITLE: Director, Heritage Policy

GENERAL ACCOUNTABILITY

Is accountable for developing, formulating and analysing policies and legislation to support the government's leadership role in the area of heritage, with a particular focus on museums, archives, libraries and other similar constituencies in order to enable Canadians to discover and appreciate their diverse heritage.

ORGANIZATION STRUCTURE

This is one of seven positions at the third managerial level reporting to the Executive Director, Heritage. The others are Director, Resource Management; Director, Cultural Property; Director, Heritage Programs; Director, Historic Places and Parks Policy; Director General, Canadian Heritage Information Network; and Director General, Canadian Conservation Institute.

Reporting to the Director, Heritage Policy, are Senior Policy Analysts responsible for the research, analysis, development, horizontal integration and articulation of federal policy on the protection, preservation and promotion of Canada's heritage in order to foster attachment to Canada, enrich citizenship, share its people's stories and nurture a strong Canadian culture.

NATURE AND SCOPE

The Department is responsible for national policies and programs that promote Canadian content; foster cultural participation, active citizenship and participation in Canada's civil life; and strengthen connections among Canadians. The Department plays an overall lead role in advising the Minister on the formulation of new directions, policies, legislation and programs to ensure that they continue to meet the needs of the government, the communities they have been designed to support and the general Canadian public, who support them with their tax dollars.

The Branch provides leadership for the Department and portfolio agencies with respect to the stewardship of federal memory institutions to ensure their continued relevance to all Canadians; to enhance recognition and protection of other nationally significant heritage; to make certain that Canadians and the world have an opportunity to appreciate the diversity of Canada's heritage; to promote and engage other stakeholders; and to create an environment for all stakeholders that supports informed decisions.

It is in this context that the Director, Heritage Policy, establishes a national policy framework designed to enhance the federal government's initiatives and efforts in support of the collection, conservation and accessibility of Canada's national heritage. The incumbent monitors the implementation of existing policies and identifies improvements to these or new initiatives to meet the needs and expectations of the heritage sector. In establishing new or revising existing policies, the Director is expected to meet the dual goals of conserving Canada's heritage and enhancing Canadians' access to their heritage.

The Director formulates a portfolio-wide, cross-sectoral policy framework for Canada's cultural heritage, and builds and nurtures collaborative linkages at the strategic level to ensure that there is an integrated approach to policy development and that the policy initiatives related to historic places and parks are consistent with and support the government's overall heritage policy direction. The incumbent provides authoritative leadership to departmental sectors and portfolio agencies in working together to act more strategically and coherently in helping achieve government priorities, determining and sharing best practices, and identifying opportunities for cooperation and for maximizing resources.

The Director is accountable for the provision of expert advice and recommendations on heritage issues and plays a critical leadership role with respect to the horizontal integration of the cultural heritage contributions of sector and portfolio members; federal institutions, such as national museums, archives and parks; other levels of government; non-government organizations; the voluntary sector; communities; and individuals across the country. The incumbent makes significant policy and strategic contributions to the development of effective linkages and synergies across the full spectrum of stakeholders and leads the transition to a policy framework and implementation strategy that sustains Canada's diverse cultural heritage legacy. The challenges of the position are compounded by a number of factors, such as the greater autonomy of the national museums and the diversity of heritage institutions across the country, which include archives, libraries, museums, heritage institutions and organizations, such as Heritage Canada, historical societies and publishers.

The Director directs and plans the design, development and implementation of a program of short- and long-term research in support of policy development. The incumbent manages research and analysis activities in the area of identifying, recognizing, monitoring and assessing critical issues, trends and developments related to cultural heritage in Canada and abroad. The incumbent oversees the

establishment of baseline data against which the success of the long-term action of all stakeholders can be measured, and is accountable for assessing and analysing the success of existing policy approaches and instruments in the achievement of government cultural priorities.

The Director manages the development and implementation of an accountability framework and policy focus for the delivery of discretionary grants and contributions programs designed to support the preservation and promotion of Canada's cultural property heritage. The incumbent evaluates program impacts and monitors results for such heritage programs as the Museum Assistant Program, the Young Canada Works in Heritage Institutions Program, the International Exhibits Program, the Movable Exhibits Program, and the Indemnification Program.

The Director engages the public, Aboriginal groups and other heritage stakeholders with respect to a renewed approach to heritage policy, and leads consultations and negotiations with provincial and territorial governments, other government departments and organizations, such as the Canadian Museums Association, the Historic Sites and Monuments Board of Canada, the Federation of Canadian Municipalities, the Canadian Archaeological Association, the Canadian Library Association and the Heritage Canada Foundation. The incumbent also leads Canadian delegations in the negotiation of international heritage conventions, such as the Underwater Cultural Convention of the United Nations Educational, Scientific and Cultural Organization.

The Director leads the formulation of departmental and governmental policies and strategies with respect to international cultural heritage and the promotion of Canadian cultural products and services within and outside Canada. The incumbent develops Canadian positions on international programs and bilateral/multilateral agreements and conventions.

DIMENSIONS (Constant Dollars)

FTEs:	10
Operating budget:	$276,000

SPECIFIC ACCOUNTABILITIES

1. Encourages and supports heritage activities across the country by developing national strategies, policies and legislative recommendations; and monitoring programs related to the Minister's responsibility for cultural heritage.

2. Supports the consistent and concerted action by the federal government and the coordination and rationalization of its cultural programs with respect to heritage by reviewing, evaluating and recommending policies, legislation, and corporate and strategic plans.

3. Ensures the effective and efficient development of federal strategies and programs by undertaking policy research and analysis involving extensive data collection and analysis.

4. Supports the development of strategies and agreements for the resolution of broad cultural development issues in the heritage area by participating in consultations, negotiations and discussions with representatives from a wide variety of cultural and heritage organizations.

5. Represents the interests of the Department in both domestic and international forums.

EVALUATION RATIONALE

Director, Heritage Policy

KNOW-HOW

F Extensive knowledge of the Department's mission, legislation, policies and programs as related to cultural heritage; extensive knowledge of the Minister's portfolio-wide cultural heritage initiatives, objectives and frameworks. Extensive knowledge of the research, design and development of policies and programs.

II Coordination of the development of a national heritage policy framework in support of the collection and conservation of Canada's national heritage and access to that heritage.

3 Successful achievement of objectives requires the incumbent to build and nurture collaborative linkages with sectors and portfolio agencies, to establish productive and effective relationships, to provide advice to senior management and to communicate effectively with national and international representatives.

460 High number recognizes the degree of specialized knowledge required to evaluate and develop national policies and programs that affect cultural heritage at the federal, provincial and municipal levels of government.

PROBLEM SOLVING / THINKING

E Thinking within well-defined objectives, develops policies and the federal government's role and position concerning heritage issues and developments, including their impact on the heritage community in Canada.

4 Evaluative and interpretive thinking required to develop cohesive policy approaches, frameworks and strategies that sustain Canada's diverse cultural heritage legacy.

(50) 230 The higher percentage reflects the complexity of developing integrated heritage policies that address the marked differences in the types of heritage institutions, regional and cultural differences and the greater autonomy of the national museums.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Executive Director, Heritage, is accountable for developing national strategies and policies, and making legislative recommendations related to the Minister's cross-portfolio responsibilities for cultural heritage.

2P Primary impact on policies and programs designed to enhance the federal government's initiatives and efforts to support the collection and conservation of and access to Canada's national heritage. The proxy selected to represent these activities is an operating budget of $276,000 (constant).

230 The high number reflects the position's impact on the Canadian cultural heritage community and recognizes the status of the position as the primary source of advice to representatives from a wide variety of government and non-government cultural and heritage organizations.

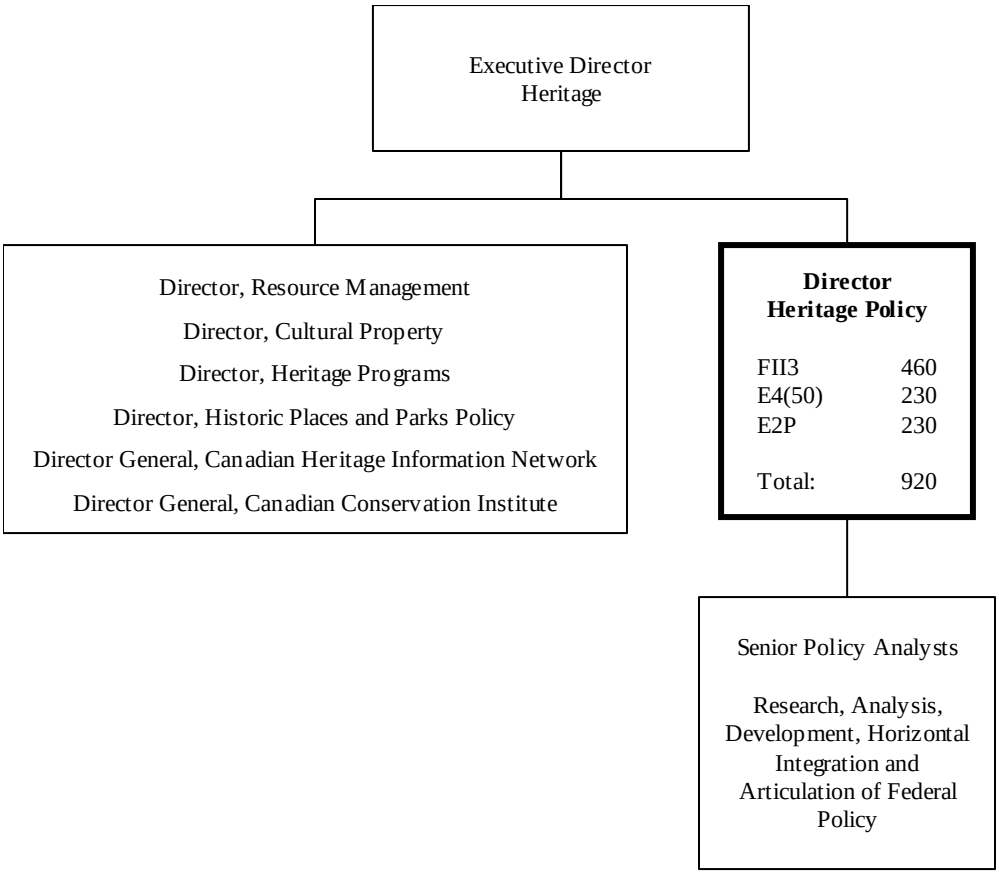
SUMMARY

FII3	460	E4(50)	230	E2P	230	=	920	0

DIRECTOR

HERITAGE POLICY

NUMBER: 4 – I – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-I-2

POSITION TITLE: Director, Strategic Operations Planning

GENERAL ACCOUNTABILITY

Is accountable for the design, management and evaluation of the Sector's integrated business planning, reporting and accountability framework; leading the implementation of new legislation, regulations and systems; and managing processes that collectively contribute to and influence departmental priorities, policy direction and program delivery.

ORGANIZATION STRUCTURE

This is one of ten positions at the second managerial level reporting to the Assistant Deputy Minister, Operations. The other positions are Director General, Intelligence; Director General, Case Management; Director General, Medical Services; Director General, International Region; and five Regional Directors General (Atlantic, Quebec, Ontario, Prairies and Northern Territories, and British Columbia and Yukon).

Specific functions of the positions reporting directly to Director, Strategic Operations Planning, are as follows:

Manager, Priorities and Issues Coordination, (staff of 4) is responsible for the analysis of the Department's legislative policy, program and process, and the provision of related advice, guidance and recommendations; and leading sector-driven initiatives on departmental priorities and issues, such as the implementation of new legislation, regulations and systems.

Manager, Planning and Reporting, (staff of 4) is responsible for the development of a performance measurement framework, performance measurement indicators and the production of strategic reports and information on the Sector's operations.

Manager, Client Services Initiative, (staff of 4) is responsible for developing networks and partnerships with external organizations involved in citizen-centered service delivery, alternate service arrangements, and client-focussed programs and approaches, with a view to sharing and importing client-service approaches, techniques, tools and best practices.

NATURE AND SCOPE

The Department's core objective is to ensure that the movement of people into Canada and membership in Canadian society contribute to Canada's social and economic interests and its cultural enrichment, while protecting the health and safety of Canadians and meeting international humanitarian commitments.

Worldwide population growth, globalization, and political, economic, social and environmental developments are the underlying trends and events that affect the Department. Trans-nationalism, growing economic disparity between and within nations, and the transformative power of advanced technology are rapidly changing the way in which people move around the world. They are also influencing who chooses to emigrate, whether on a temporary or permanent basis. These developments have made immigration a matter of growing importance for many countries around the world, with increasing focus on the competition for those migrants who can contribute to the global economy, renewed attention to humanitarian responsibilities and continued commitment to protecting the sovereignty of all nations against migrant smugglers and traffickers, war criminals and international criminals of all kinds.

The Operations Sector is responsible for the domestic and international implementation of citizenship and immigration legislation and regulations. It develops and implements operational policies, strategies, plans, guidelines, standards, processes and procedures for the delivery of the Department's citizenship, settlement, selection, integration, enforcement and refugee programs.

Within this environment, the Director sets strategic directions for the Sector; develops and manages the Sector's integrated business planning framework and processes; leads exercises to establish objectives and to identify operational priorities and goals for the Sector; establishes linkages to resource needs and to the budget cycle; develops clear support for goals and commitments through an accountability framework; ensures that expected results, established time lines and success indicators are identified in detailed work plans; enhances program integrity and program delivery, through the performance measurement framework and development of indicators; and establishes and leads a systematic process for reporting on goals and commitments and the related performance data.

The Director serves as the advocate for the Operations Sector and maintains a solid and credible presence at the national and regional level to ensure that priorities are successfully presented and promoted. The incumbent must ensure that direct linkages are established between national planning frameworks and regional-level priority and planning activities. Critical to this success and central to the Director's mandate is the creation and management of a clear and systematic reporting process and an integrated planning function. From this framework, the Director is expected to develop strong relationships, participate in

national fora and exploit all opportunities to present Operations Sector goals and interests.

The Director provides advice and recommendations to senior management with respect to complex legal, policy and operational issues and recommends options to resolve what are often highly charged and politically sensitive program issues. The Director leads policy, program design, development and evaluation initiatives in direct support to the Operations Sector in the resolution of complex issues; the conduct of studies, special projects, audit reviews and monitoring processes; the identification of areas of risk and development of action plans; and direct involvement in national policy reviews and new legislative initiatives. These activities are undertaken within the context of an Operations Sector planning framework that aligns program activities with departmental goals and priorities through proactive consultations and feedback mechanisms that engage managers, staff, key stakeholders and client groups.

The Director must anticipate gaps and proactively identify and address needs in a manner that supports the Assistant Deputy Minister in executive level for a, and ensure that operational commitments to the Assistant Deputy Minister, Operations, are met. In fulfilling this role, the incumbent manages a process of regular internal and external environmental scanning and strategically manages partnerships departmentally, interdepartmentally and with other levels of government and the private sector. The work requires an extensive and intimate understanding of the full range of departmental programs, as well as national fora and relationships, to achieve results.

Some major challenges for the Director are the evaluation of national and regional intelligence; the identification of areas of potential vulnerability and risk; and the development, promotion and implementation of planning and programming strategies that fall within the spirit and intent of the Department’s broad legislative and policy framework. In meeting this challenge, the incumbent must analyse and synthesize a myriad of environmental factors, including trends and developments in rising immigration levels; labour shortages in the different service fields; increasing client expectations for service and timeliness; and increasing volume demands in an environment of limited resources.

The Director works in partnership with senior officials from various departments, agencies and stakeholders, including Health Canada, Foreign Affairs Canada, the Canada Revenue Agency, Human Resources and Skills Development Canada, the Immigration and Refugee Board, the Royal Canadian Mounted Police, Public Safety and Emergency Preparedness Canada, the Canadian Security Intelligence Service; other governments and international organizations; and provinces, municipalities, private sector and non-government organizations (NGOs); to resolve multi-jurisdictional policy and program issues. The Director participates with senior officials of other federal departments and provincial ministries in a number of formal steering committees and working groups.

DIMENSIONS: (Constant Dollars)

Operations Sector:	FTEs:	2,930 (Canada-based)
	Operating budget:	$33 million
Directorate:	FTEs:	14
	Operating budget:	$180,000

SPECIFIC ACCOUNTABILITIES

1. Maximizes sector, program and operational effectiveness through management of strategic planning, performance management and indicators, and reporting frameworks.

2. Makes recommendations on new initiatives and amendments to program policies and procedures to ensure that the Department adopts and implements consistent, standardized national processes.

3. Provides intelligence and perspectives on sector priorities, objectives and issues.

4. Guides the design and management of internal and external consultative and negotiation processes in the identification and resolution of complex and controversial operational issues.

5. Establishes and maintains strategic linkages with other government departments, provincial government organizations and NGOs to discuss issues of particular interest and importance to the Operations Sector.

6. Contributes to the development and establishment of corporate directions and priorities and to the improvement in the standards and criteria for best management practices governing the delivery of programs and services.

EVALUATION RATIONALE

Director, Strategic Operations Planning

KNOW-HOW

F Extensive knowledge of all aspects of immigration program activities in order to develop the Department's strategic operational plans for the Sector's business planning exercise; and extensive experience in managing planning frameworks.

II Operational focal point for the Sector in the development and management of all operational planning frameworks for the Department in order to consolidate operational plans, measure performance and report on results.

3 Successful achievement of objectives requires dealing with officials of own and other federal government departments and provincial governments to discuss issues of particular interest and importance to the Operations Sector.

460 High number reflects the breadth of specialized and managerial knowledge and skills required for the position and the responsibility at the sector level for the Department's strategic operational planning of a related activities program.

PROBLEM SOLVING / THINKING

F Thinking is done within broadly defined governmental and departmental policies and objectives to develop and manage the operational planning frameworks for the Department.

4 Evaluative and constructive thinking is required in adjusting plans and frameworks to maximize the Sector's program and operational effectiveness, to make recommendations on new initiatives and program policy and amendments to procedures, and to reconcile conflicting requirements of various stakeholders and partners.

(50) 230 Solid percentage reflects the requirement for the position to work within the Department's policy guidelines and corporate strategic directions and priorities.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Operations; receiving general managerial direction in the development and management of the Sector's business planning; and reporting and accountability frameworks that guide the Department's strategic operational planning.

2P Primary impact on the Directorate's activities as represented by a proxy of $180,000 (constant).

264 The standard number reflects the size of the proxy selected, the operational nature of the planning and the contribution of the position to the Department's overall corporate strategic planning frameworks.

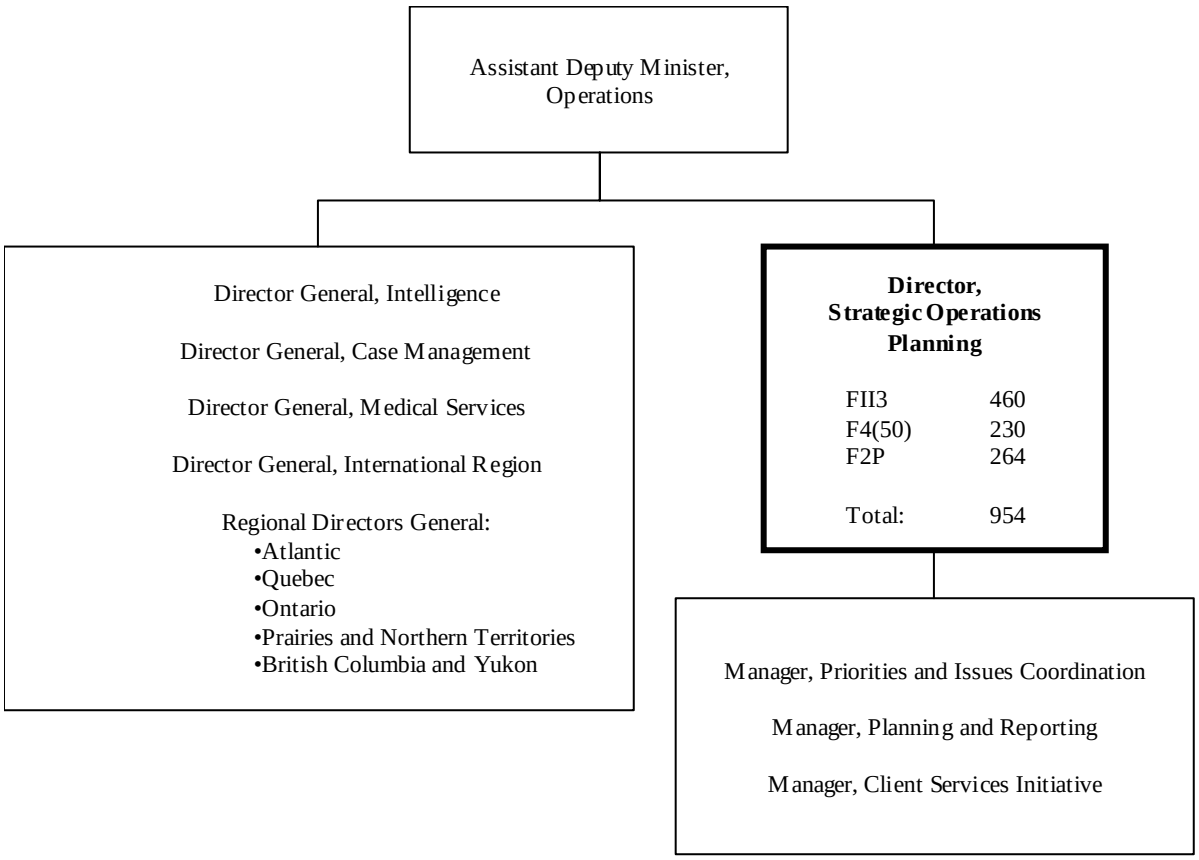
SUMMARY

FII3	460	F4(50)	230	F2P	264	=	954	A1

DIRECTOR

STRATEGIC OPERATIONS PLANNING

NUMBER: 4 – I – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-I-3

POSITION TITLE: Director, Science Policy

GENERAL ACCOUNTABILITY

Is accountable for providing professional and managerial leadership in developing, monitoring and evaluating the Department's policy for the strategic management of science and technology (S&T) within the context of federal S&T policy and the Department's strategic objectives and operational goals.

ORGANIZATION STRUCTURE

This is one of five positions at the second managerial level reporting to the Assistant Deputy Minister, Environmental Conservation Service. The others are Director General, National Water Research Institute; Director General, Canadian Wildlife Service; Director General, Water Policy and Coordination; and Director General, Conservation Strategies.

Specific functions of the positions reporting to the Director, Science Policy, are as follows:

Science and Technology Policy Advisors and Analysts, (staff of 7) each is responsible for conducting science and technology (S&T) policy research, environmental policy scans and authoritative analysis; and developing and presenting a wide variety of policy papers, responses to parliamentary questions, memoranda of understanding and S&T policy recommendations.

NATURE AND SCOPE

The Department's mandate is to protect and conserve Canada's environment, including air and water quality; conserve and protect Canada's wildlife and its habitat; protect Canadians by providing advance information on natural hazards associated with the atmospheric environment; educate Canadians on environmental issues; and promote environmentally sound practices through the development and enforcement of environmental standards.

Within this context, the Director, Science Policy, is the policy lead in developing, monitoring and evaluating the strategic management of the Department's S&T activities, and ensuring the alignment with federal S&T policy and departmental strategic objectives and operational goals. In this capacity, the incumbent contributes to and implements federal S&T policy and reports on and communicates the Department's S&T effort.

Researching and developing the Department's S&T policies, guidelines and positions requires the Director to establish and maintain a wide variety of domestic and intergovernmental relations to determine the current state and patterns of S&T policy with respect to environmental protection and sustainable development. The incumbent leads policy research into issues related to the extent and quality of international and domestic research in this area, current trends and concerns, major players in the field and Canada's overall position, as well as international obligations that Canada may have undertaken with respect to S&T policy in this area. The incumbent liaises with managers in the Department and senior officials in other government departments to promote and implement policies and to ensure consistent and coherent policy support for the federal government's S&T strategy and departmental objectives and goals.

The Director represents the Department and Canada at international and domestic conferences to explain the government's policies and positions on various issues, and provides technical advice on S&T policy to Canadian delegations involved in international negotiations. The incumbent chairs or participates in intra- and interdepartmental, inter-agency and intergovernmental committees and working groups to promote and recommend approaches to general and specific topics, principles and guidelines covering a wide range of S&T issues.

The Director negotiates memoranda of understanding for joint projects and undertakings between the Department and up to 21 other government departments engaged in S&T activities. A major challenge for the Director is to be sensitive to the various concerns and difficulties faced by other government departments and agencies in relation to S&T policy recommendations and the pressures on S&T policies that may arise from other stakeholders, such as industry, as well as the political process and the need to bear in mind the regulatory and legislative framework within which S&T policy and guidelines have to operate.

The Director provides advice to the Minister, Deputy Minister and Assistant Deputy Ministers in support of science policies that affect the Department's scientific community and the broader scientific community in government. The incumbent responds to and assesses central agency initiatives and participates in various committees and working groups to address issues raised as a result of such initiatives, recommending approaches and resolutions.

The Director develops strategic S&T communication programs and information networks aimed at informing the public and other government and industry organizations about Canada's S&T policies, guidelines, issues, commitments and

practices; and facilitates information exchange among scientists and managers involved in S&Tpolicies and strategies. The challenge for the Director is to ensure that these networks are functional and meet users' needs, and to ensure that complex and highly specialized information is presented to non-scientific and non-technical audiences in a manner that enables them to appreciate the issues involved and that leads to informed discussions.

DIMENSIONS (Constant Dollars)

FTEs: 15

Operating budget: $225,000

SPECIFIC ACCOUNTABILITIES

1. Conducts science policy research, and plans and manages intelligence gathering through participation in domestic and international conferences, fora and working groups, and assessments of research and information on S&T policy developments, trends and conditions, both domestic and international.

2. Researches and develops S&T policy proposals, guidelines or position papers for review by and discussion with senior managers in the Department, and other science-based government departments and agencies.

3. Provides authoritative advice, guidance and support to the various S&T management committees and to senior management on the overall governance of S&T, and to scientific and non-scientific managers to facilitate the resolution of problems related to various S&T issues.

4. Develops and fosters a wide circle of contacts with government, industry and academia to assess current trends in the field of S&T policy and regulations and to form partnerships, assess risks and develop an S&T policy framework.

5. Chairs and participates in departmental, interdepartmental and intergovernmental working groups and fora to assess and develop approaches and plans for promoting scientific excellence and management.

6. Develops communication programs and information networks for scientists, non-specialist decision makers and the general public to exchange information on S&T policy, current trends, issues and approaches, and to promote informed discussions and a greater understanding of scientific issues, environmental protection and sustainable development.

EVALUATION RATIONALE

Director, Science Policy

KNOW-HOW

F Professional expert knowledge of scientific research principles, practices and activities conducted throughout the Department and across the Public Service; professional expert knowledge of the research, design and development of policies and related practices; and professional expert knowledge of the development of multi-lateral agreements and cooperative partnerships in the scientific and technical community.

II Conceptual and operational management of the policy framework for the strategic management of the Department's S&T function.

3 Successful achievement of objectives requires the establishment of critical interpersonal relationships to advise senior management and to communicate effectively with national and international representatives of the scientific community.

460 High number recognizes the degree of specialized scientific knowledge required to research, assess and promote alternatives to existing scientific policy frameworks.

PROBLEM SOLVING / THINKING

E Thinking is done within well-defined objectives for departmental and government-wide scientific research and development activities.

4 Constructive and evaluative thinking is required to research, develop and promote approaches and strategies for advancing scientific research excellence and scientific management through the development of research and development policies for the Department and the government's broader S&T agenda.

(50) The higher percentage reflects the innovative nature of the thinking
230 challenge in researching, assessing and promoting changes to the Department's research and development policy framework.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Assistant Deputy Minister, Environment Conservation Service, this position is accountable for taking the policy lead in the strategic management of the Department's S&T function, in alignment with federal S&T policy.

2P Primary impact on policy research to support the strategic management of departmental S&T activities. The proxy representing these activities is an operating budget of $225,000 (constant).

230 High number is indicative of the position's latitude to influence departmental S&T approaches to ensure consistent and coherent policy, the position's contribution to the development and management of strategic department-wide S&T planning and management activities, and the influence on the government's S&T agenda.

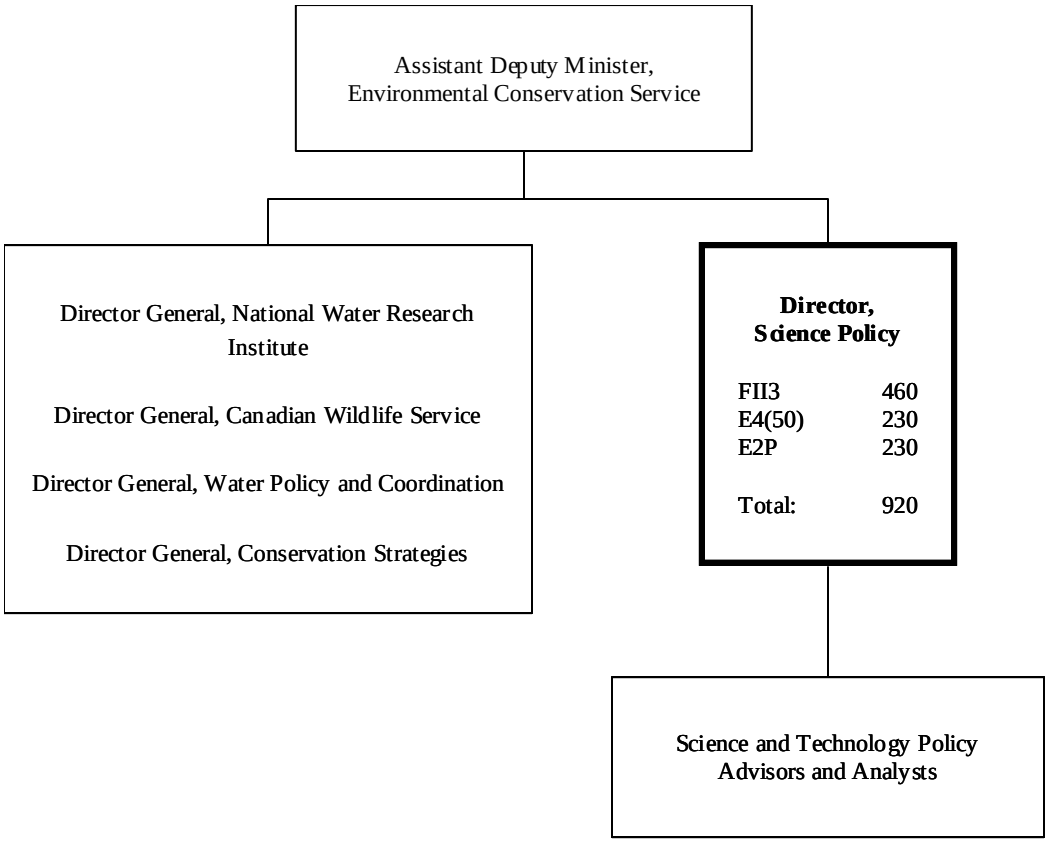
SUMMARY

FII3	460	E4(50)	230	E2P	230	=	920	0

DIRECTOR

SCIENCE POLICY

NUMBER: 4 – I – 3



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-I-4

POSITION TITLE: Director, Strategic and Operational Planning

GENERAL ACCOUNTABILITY

Is accountable for the development and implementation of strategic and operational planning processes in the Chief Information Officer (CIO) Branch to guide the Branch's activities and to ensure the integrity of key corporate financial planning and monitoring functions.

ORGANIZATION STRUCTURE

The position is one of six positions at the second managerial level reporting to the CIO. The others are five Directors General in the following areas: Infrastructure Services, Client Services, Information Management and Business Services, Government On-Line (GOL), and Canada Business Service Centres.

Reporting to the Director are three planning and project officers, four employees working on operational planning and administration issues, and one administrative officer, as well as consultants and students hired periodically for specific ad hoc projects and initiatives.

NATURE AND SCOPE

The Department's mandate is to help Canadians be more productive and competitive in the knowledge-based economy through policies, programs and services aimed at supporting stronger business growth and a more efficient and competitive marketplace.

The CIO Branch is responsible for providing the Department with core information technology (IT) infrastructure and related information management (IM) and IT services ranging from the operation of the Department's IT network to paper and electronic records management.

Within this context, the Director forges a strategic overview to position the Branch for future challenges, identifying common challenges and synergies among the Branch's activities, and devising ways to communicate its priorities to staff, clients and partners. The incumbent must track and enhance the Branch's key deliverables and devise ways to encourage the CIO's units to maintain momentum in producing these deliverables. In addition, in support of Modern Comptrollership principles and other prevailing corporate management priorities, the incumbent must ensure the integrity of the Branch's administrative practices.

The Director establishes an internal strategic and operational planning capability that is sensitive to the challenges faced by IM/IT organizations and is firmly grounded in effective management practices and contemporary approaches to improving client service. The incumbent identifies and promotes Branch strategic priorities, linking them to departmental activities, and develops a strategic planning calendar that integrates key financial and human resources (HR) activities.

The Director leads the production of the CIO's annual report, which is a major communication and accountability tool targeted at departmental partners and clients. The incumbent develops and oversees a communication and engagement plan for the rollout of the annual report. Drawing from the Branch's strategic plan, the Director must ensure that the Branch submits high quality contributions for inclusion in departmental strategic and operational plans and reports to Parliament. This includes developing a framework of key horizontal and Branch-specific issues that should be captured in the agreements.

The Director leads environmental scanning aimed at identifying major trends and emerging developments, at the national and international levels, that affect the Branch's clients and partners; and prepares analyses and recommendations as part of the Branch's strategic planning. The Director identifies government priorities, in terms of Public Service renewal and management improvement, that need to be incorporated into the Branch's work methods. The Director works in close cooperation with all the business units to articulate and advance strategic and operational frameworks in order to enhance the capacity of the Branch to develop and manage sustainable partnerships and productive relations with clients both inside and outside the Department.

The Director develops and monitors a business agenda that builds on the strategy, identifies key initiatives and sets out major deliverables, time frames and partners. The business agenda serves as a major tool for monitoring the Branch's progress on its strategic objectives and helping to structure the agenda for the CIO management committees. Working from the business agenda, the Director leads the development and implementation of a Branch results-management and accountability framework to ensure a credible performance measurement system.

The Director contributes to the development of short- and long-term strategies for addressing Branch financial pressures, including funding models. The Director plays a pivotal role in shaping and drawing together the Branch's input to periodic reference level reviews within the Department. In consultation with CIO units, the Department's Comptroller Branch and other departmental players, the Director develops a capital planning framework for the acquisition and life-cycle management of assets in order to find practical ways of improving the usability of departmental financial information for CIO planning purposes.

The Director develops and maintains effective working relationships with senior officials from the Department and central agencies for the purpose of eliciting useful business information on their priorities, building support for major proposals for new initiatives or projects being pursued by the Branch, and answering questions about strategic and operational planning issues. The Director maintains contact with officials from the private sector on a variety of issues associated with technology assessment, trends and forecasting, as well as best practices in strategic and business planning in IM/IT organizations.

The Director provides support to Branch management on Branch-wide HR initiatives, such as the development and implementation of a Branch HR framework, and on organizational issues, including strategic reviews and restructuring aimed at improving organizational effectiveness. The Director is called upon to challenge the boundaries of individual CIO unit proposals, to draw them together into a coherent, integrated package, to monitor progress and to recommend corrective action. The Director plans and directs the conduct of special studies to provide advice on organizational or management issues or program effectiveness. The Director creates and manages interdisciplinary teams and task forces required to address issues that cut across Branch lines.

Challenges associated with the position include negotiating with and influencing senior officials inside and outside the Branch, who may hold strong views on specific issues, by presenting well-articulated strategies on complex technical issues, and enlisting the cooperation of others in order to advance Branch priorities. The Director is a member of the various CIO management committees, chairs the CIO Operations Committee and is a member of the GOL Sub-Committee.

DIMENSIONS (Constant Dollars)

CIO Branch:	FTEs and contractors:	340 FTEs and 110 contractors
	Operating budget:	$8.7 million
Directorate:	FTEs:	9
	Operating budget:	$123,000

SPECIFIC ACCOUNTABILITIES

1. Leads the strategic planning function for the Branch, including the production of the Branch’s annual report, as a major communication vehicle with Branch staff, clients and partners.

2. Develops Branch input to departmental strategic and operational plans, as well as Branch input to reports to Parliament, ensuring the integration of Branch plans in articulating and reporting on the Branch's strategic objectives and operational goals.

3. Develops and implements a detailed business agenda and, drawing from it, chairs weekly CIO Operations Committee meetings aimed at tracking progress in producing deliverables.

4. Develops strategies for addressing major financial pressures faced by the Branch and provides broad oversight on HR and other administrative issues.

5. Develops a results-measurement and accountability framework for the Branch to strengthen performance measurement.

6. Leads special projects on sensitive issues with major implications for the Department and represents the Branch on various committees and in working groups.

EVALUATION RATIONALE

Director, Strategic and Operational Planning

KNOW-HOW

F Professional knowledge, at the policy and program level, of the legislation, policies and priorities of the CIO, the Department and the government; sound knowledge of the legislation, policies, principles, techniques and practices of strategic and operational planning, program design, program measurement, administration, research and analysis; extensive knowledge of trends and developments in IM/IT, including e-government; expert knowledge of central agency strategies, priorities and initiatives to improve the management of the Public Service and the delivery of services to Canadians; expert knowledge of strategies, approaches to resource management, control and reporting, processes and systems; and professional knowledge of the machinery of government.

II Conceptual and operational management of strategic and operational planning, resource management, control and reporting at the Branch level.

3 Successful achievement of objectives requires the incumbent to establish and maintain effective working relationships within and outside the Department in order to facilitate and advance the dialogue on the CIO's and the Department's strategic objectives and operational goals with a broad spectrum of senior officials in the Public Service, as well as other jurisdictions and the private sector.

460 High number is consistent with the requirement to provide direction for planning and to manage relationships with a number of partners and stakeholders.

PROBLEM SOLVING / THINKING

F Thinking is done within the framework of the CIO Branch's broad IM/IT strategic objectives and operational goals.

4 Analytical and constructive thinking is required to identify and address emerging issues related to the development of strategic and operational plans, and associated resource and program management controls and reports to enhance the Branch's operational capacity.

(50) 230 Solid percentage reflects the requirement to address multiple issues at the policy and program levels affecting the effectiveness of the Branch in articulating and achieving its mandate.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the CIO, is responsible for providing an integrated planning framework and management infrastructure for the Branch.

3C The position has a contributory impact on the operations of the Branch's planning and management function. The proxy used to represent these activities is the Branch's operating budget of $8.7 million (constant).

264 High number is consistent with the impact of the position on the design and implementation of the Branch's strategic initiatives in establishing sustainable partnerships affecting the management processes of the Department and the size of the proxy selected.

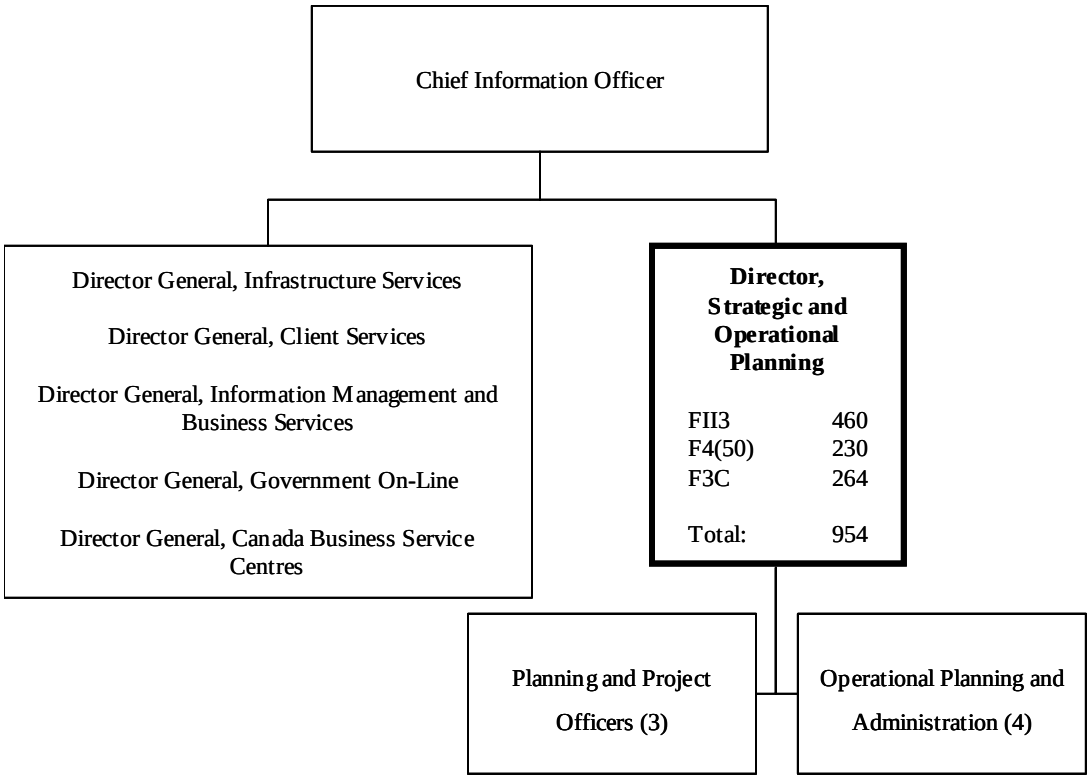
SUMMARY

FII3	460	F4(50)	230	F3C	264	=	954	A1

DIRECTOR

STRATEGIC AND OPERATIONAL PLANNING

NUMBER: 4 – I – 4



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-J-1

POSITION TITLE: Director General, Audit and Ethics

GENERAL ACCOUNTABILITY

Is accountable for providing corporate leadership and management of the Department's internal audit and evaluation management functions, fraud investigations and internal disclosure processes; promoting ethical practices and behaviours; and directing, on the Minister's behalf, the activities of the Contract Dispute Advisory Board.

ORGANIZATION STRUCTURE

The position is 1 of 14 at the first managerial level reporting to the Deputy Minister. The others are the Assistant Deputy Minister, Operations; Assistant Deputy Minister, Banking and Cash Management; Assistant Deputy Minister, Acquisition Program; Assistant Deputy Minister, Telecommunications and Informatics; Assistant Deputy Minister, Real Property Program; Assistant Deputy Minister, Corporate Policy and Infrastructure; Chief Executive Officer, Translation Bureau; Chief Executive Officer, Consulting and Audit Canada; Assistant Deputy Minister, Human Resources; Director General, Communications; Executive Director, Strategic Review Group; Senior General Counsel; and Chief of Staff.

Specific functions of the positions reporting to the Director General, Audit and Ethics, are as follows:

Director, Internal Audit and Evaluation, (staff of 37) is responsible for directing the development and implementation of policies, procedures and standards; managing a comprehensive program of audit, evaluation and review to actively monitor the economy, as well as the efficiency, effectiveness and relevance of all business lines; and supporting an integrated business approach to Branch functions.

Director, Fraud Investigation and Internal Disclosures, (staff of 9) is responsible for directing the implementation and management of policies, procedures and processes to support internal disclosure of wrongdoing in the workplace; and directing investigations into and reporting on occurrences of alleged fraud or other wrongdoing, including conflict-of-interest situations.

Director, Ethics Development Office, (staff of 5) is responsible for providing leadership in developing, implementing and directing the management of policies, programs and initiatives that promote the awareness of ethical practices and

behaviours in order to ensure that these values and behaviours are reflected in the Department's management practices.

Director, Contract Claims Resolution Board, (staff of 3) is responsible for planning, developing and implementing policy frameworks and dispute resolution services, including managing the Contract Dispute Advisory Board, in order to resolve suppliers' claims against the Crown for monetary compensation that arise from terminated or completed contracts administered by the Department.

Director, Knowledge Management, Strategies and Best Practices, (staff of 7) is responsible for providing leadership in developing best practices and expertise in the Branch to ensure that it has the necessary quality-assurance and improvement programs, and knowledge management processes, and the necessary tools to deliver the highest quality of services, consistent with the principles of modern comptrollership.

NATURE AND SCOPE

The Department has been established as a common and central service provider with a mandate to provide departments and agencies with mandatory and optional services on a fee-for-service basis. Services include construction, maintenance and repair of public works and federal real property; office accommodation and related facilities services; architectural and engineering advice and services; planning and acquisition of supplies and services; planning and coordination of telecommunications and informatics services; centralized accounting and cash management services; consulting and auditing services; translation and related services; the Receiver General for Canada function; and administrative and other services in relation to employee benefits, superannuation and pension plans, and the disbursement of pay to Public Service of Canada employees.

The Director General provides corporate professional leadership by ensuring the integrity of the Department's staff, policies and practices through the development and application of a policy framework, methodologies and policies for an active monitoring audit and evaluation program. The incumbent is called upon to ensure the prudence, probity, economy, efficiency and effectiveness of the Department's strategic goals and objectives, management policies and practices, control systems, investment and business strategies, computer systems development and implementation, and organizational designs. The incumbent ensures that the Department's audit, evaluation and review activities contribute to the government's initiative to introduce a modernized approach to comptrollership across the Public Service.

The Director General advises the Deputy Minister and senior departmental officials on the efficiency, effectiveness and economy of all departmental programs and services, and on the degree to which departmental programs are achieving results. The incumbent manages client satisfaction surveys, assessments of employee

motivation, benchmarking, comparative analyses on the delivery of services in the private sector or by other governments, and evaluations of the quality of services provided; and assists departmental business lines in developing performance indicators to monitor their efficiency and effectiveness.

The range of the Department's activities, providing common and central services to more than 100 federal departments and agencies across Canada, poses significant managerial challenges for the incumbent. The Director General must assess and report on each of the Department's program areas. The incumbent must be able to effectively discuss and resolve, with senior program managers, critical issues arising out of the audit and evaluation process and ensure that appropriate management action plans are developed in order to address the recommendations contained in audit and evaluation reports.

As the Senior Departmental Ethics Officer, the Director General provides corporate leadership in developing and implementing a comprehensive policy approach, strategies, initiatives and programs in order to increase the awareness of ethical behaviour of employees at all levels in the organization.

The Director General is responsible for providing leadership and overseeing the activities related to the settlement of contractual disputes. The incumbent provides professional advice and support to the Minister with respect to the approaches, processes and recommendations required for the Contract Dispute Advisory Board. The incumbent also serves as the departmental focal point for developing and implementing alternative dispute resolution mechanisms.

As the Senior Departmental Officer, Internal Disclosure, the Director General is responsible for ensuring that the appropriate policies, standards and procedures are in place and that all losses of money and allegations of unethical behaviour, offences of fraud or other wrongdoing, and conflict of interest on the part of public servants, contractors or suppliers are fully investigated and reported.

The Director General is a full participant in numerous departmental committees and subcommittees, and plays an active role in determining the Department's strategic directions. The incumbent is frequently called upon to represent the Department in a number of fora across Canada. The Director General maintains effective relations with senior officials of the Office of the Auditor General and the Commissioner of the Environment and Sustainable Development, the Treasury Board Secretariat, the Office of the Chief Information Officer and other government departments. The incumbent has contact, both nationally and internationally, with other levels of government, as well as with senior representatives of industry and academic institutions.

DIMENSIONS (Constant Dollars)

	Branch	Department
FTEs:	62	12,734
Operating budget:	$1.0 million	$539 million

SPECIFIC ACCOUNTABILITIES

1. Develops and implements long-term plans, strategies, initiatives and programs designed to promote positive changes in both the Department's management practices and the behaviours of all departmental employees.

2. Provides leadership to ensure that the appropriate departmental management review and audit systems and procedures are in place in order to effectively assess management strategies, practices and risk control frameworks, to ensure the economic and effective delivery of programs and services, and to instil ethical business behaviours.

3. Produces annual plans for the audit, evaluation and review of departmental programs and management processes, in keeping with modern comptrollership principles, policies and practices, acceptable to the Deputy Minister and the departmental Audit and Review Committee.

4. Directs a departmental dispute-resolution settlement service and coordinates the activities of the Contract Dispute Advisory Board.

5. Directs the development and renewal of appropriate policies, standards and procedures to ensure that all losses of money and allegations of unethical behaviour, and offences of fraud or other wrongdoing on the part of public servants, contractors or suppliers are fully investigated and reported.

6. Directs Branch staff to ensure the resources assigned are used in an efficient and effective manner.

EVALUATION RATIONALE

Director General, Audit and Ethics

KNOW-HOW

G Mastery of the theories, principles and techniques of program evaluation, internal auditing, fraud investigation, contract claims resolution and ethical business practices; and in-depth knowledge of departmental policies, programs and objectives, and optional service-costing mechanisms.

III Operational management of several departmental level activities with different objectives and end results.

3 Successful achievement of the position's objectives requires taking a professional leadership role in promoting new management processes and cultural change in the business practices at all levels of the organization, as well as directing and motivating staff.

800 Highest number reflects the breadth of the position's mandate, which goes beyond traditional audit and evaluation program activities at the departmental level, and recognizes the significant depth of knowledge required to evaluate and recommend improvements to the Department's multiple and independent business lines.

PROBLEM SOLVING / THINKING

G Thinking within broadly defined policies, principles and objectives is required to determine evaluation and audit methodologies in order to ensure prudence, probity, economy, efficiency and effectiveness of departmental business practices and solutions to unique supplier complaints.

4 Evaluative thinking is required to identify and investigate potential fraud, wrongdoing or unethical activities and to make recommendations to resolve suppliers' claims against the Crown. Analytic and constructive thinking is required to prepare policy frameworks and conduct strategic analysis; to analyse the results of audit and evaluation reports and recommend changes to solve problems; and to adapt audit and evaluation methodologies.

(57) 460 Solid percentage reflects the challenges associated with developing strategic plans and management frameworks for the Department, including the introduction of new and innovative business methods and the resolution of contracting disputes.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, is accountable for directing all review, audit, ethics, fraud awareness and dispute resolution programs; provides information and recommends changes and improvements to departmental programs and services; and makes recommendations to the Minister on contract dispute matters.

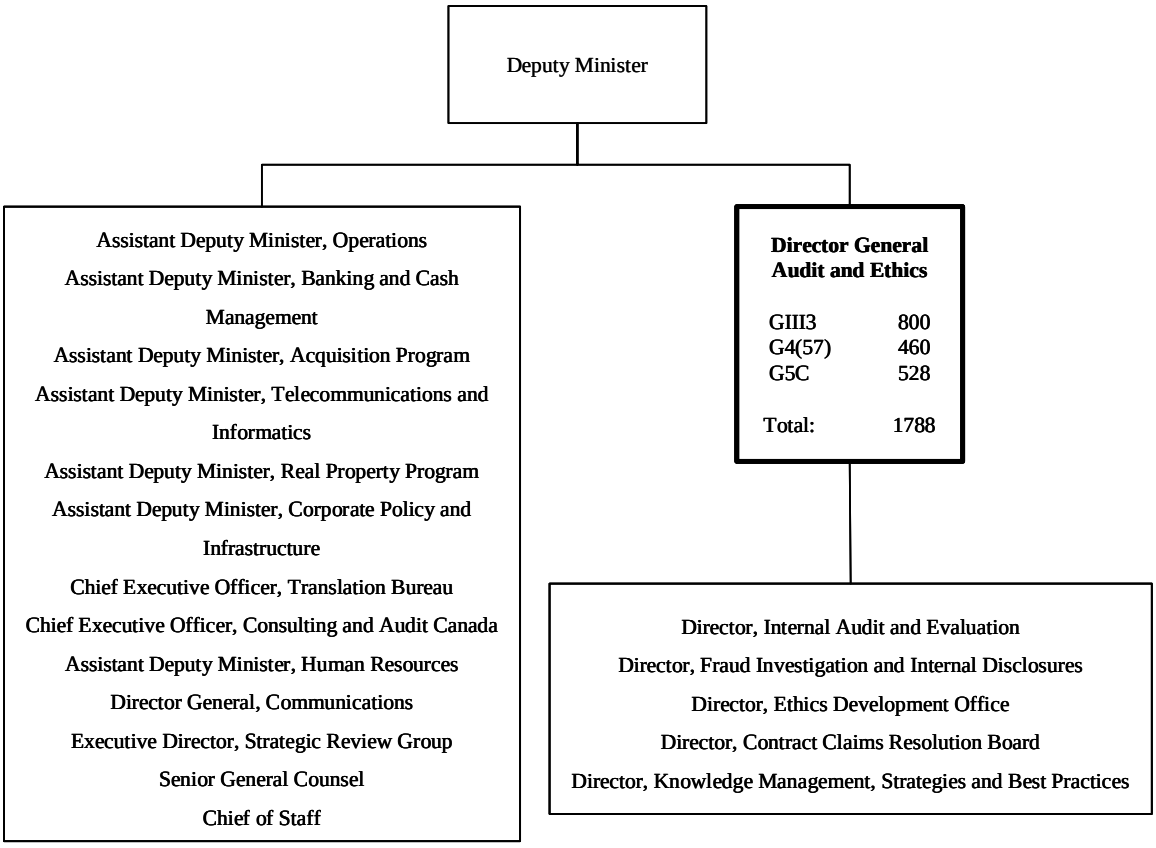
5C The position has a contributory impact on the operations of the Department. The proxy selected to represent these activities is an annual departmental program expenditure budget of $539 million (constant).

528 Low number reflects the tendency toward an indirect influence in that the position is one of several senior-level positions with input into long-term departmental program decisions, including program structure and resource allocation matters.

SUMMARY

GIII3	800	G4(57)	460	G5C	528	=	1788	A1

DIRECTOR GENERAL
AUDIT AND ETHICS
NUMBER: 8 – J – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-J-1

POSITION TITLE: Director General, Audit and Evaluation

GENERAL ACCOUNTABILITY

Is accountable for the systematic appraisal of the effectiveness and efficiency of operations and the auditing of external projects funded through contribution programs; and for maintaining generally accepted audit standards; making recommendations for improving decision-making processes, planning and control techniques; following up on accepted recommendations; and directing and organizing a systematic evaluation of the effectiveness of all programs to provide objective and timely information and to recommend changes in the allocation of resources among programs, and improvements to program design, delivery and management accountability.

ORGANIZATION STRUCTURE

This position is 1 of 18 positions reporting to the Deputy Minister. The other 17 positions are Assistant Deputy Minister (ADM), Business Law; ADM, Policy; ADM, Industry; ADM, Spectrum Information, Technology and Telecommunications; ADM, Operations; Commissioner of Competition; Executive Director, Departmental Information Products / Chief Information Officer; Executive Director, Technology Partnerships Canada; Executive Director, Investment Partnerships Canada; Executive Director, Industry Portfolio Office; President, Communications Research Centre; Director General (DG), Office of Consumer Affairs; DG, Human Resources; Corporate Comptroller; DG, Communications and Marketing; Corporate Secretary; and Ethics Counsellor.

Senior positions reporting to the DG, Audit and Evaluation, are as follows:

Director, Policy, Planning and Operations Coordination, (staff of 10) is responsible for the development and maintenance of a comprehensive policy framework for audit and evaluation in the Department, in keeping with the government's Modern Comptrollership Initiative; planning and coordinating the conduct of the Department's audit and evaluation activities; and managing the Branch administrative functions.

Two (2) Audit Managers and one (1) Senior Operations Auditor are responsible for the performance of internal audits of departmental operations and systems, including pre-implementation audits of new systems.

Three (3) Evaluation Managers are responsible for conducting evaluation studies of the Department's major functions, including their efficiency and effectiveness, and for the development of evaluation frameworks for new or renewed major functions of the Department.

Audit and evaluation projects are resourced on a matrix basis from Branch staff.

NATURE AND SCOPE

The Department is mandated to make Canada more competitive by fostering the development of Canadian business, promoting a fair and efficient Canadian marketplace and protecting, assisting and supporting consumer interests. The major sectors of the Department each provide distinct and specialized services, including legislative and micro-economic policy development, regulatory control, applied scientific research, and industrial development programs and services, which are related only by common objectives.

The major functions of the Department are carried out in support of a number of acts of Parliament that are complex in themselves and further complicated by sets of regulations. Some major functions relate to legislation administered by other Departments.

In this context, the DG, Audit and Evaluation, is responsible for providing recommendations and advice to the Deputy Minister on independent and objective internal audits. The incumbent maintains a direct and close working relationship with the Office of the Auditor General (OAG) on the coordination of audits pertaining to the Department, and has a direct interface with the Treasury Board Secretariat / Comptroller General Office (TBS/CGO) on new policies, standards and related matters pertaining to internal audit. The incumbent determines and makes recommendations to the Deputy Minister on the priority of evaluations. The incumbent develops a comprehensive evaluation strategy and schedule and must understand the impact of changing government priorities on programs and the importance of having information, analyses and recommendations available at critical periods of time so as to address both current and potential critical issues. The incumbent must respond to the evaluation requirements of the Minister, the Department and the TBS/CGO and ensure that the Department fulfills the requirements set by the OAG with respect to the appropriateness of evaluative mechanisms.

The DG provides ongoing assurance services to attest to the adequacy of management practices and controls through a risk-based internal audit approach; communicates unacceptable risks, vulnerabilities and control deficiencies or failures; provides timely recommendations to remedy weaknesses in the Department's risk management and control frameworks; provides early notice of significant management concerns to the TBS; and establishes follow-up systems to ensure that actions are taken to respond to observations, recommendations and

reports. The DG advises managers of departmental policies, programs and initiatives to actively monitor their operations through the development of performance indicators and related information-gathering techniques.

Factors impacting on the managerial objectives of the Branch are the size, dispersion and complexity of the Department's major functions and their operations. Many are based on high technology, which requires the use of contract resources to ensure competence in the review of those technologies. In reviewing major functions and their operations, there is often no base of information upon which to assess their performance; this situation requires that new databases be created by review teams.

The DG consults with the Deputy Minister, ADMs and Treasury Board Secretariat (TBS) officials to develop priorities and the resources required for audit and evaluation, and directs the preparation of related long-term and annual plans for recommendation to the Departmental Audit and Evaluation Committee (DAEC), chaired by the Deputy Minister. The incumbent recommends to the Deputy Minister specific evaluation and audit studies, and special reviews; and attests to the quality of the studies, reports and recommendations. All recommendations with respect to the disclosure of information are reviewed prior to their submission to the Deputy Minister to ensure compliance with relevant legislation.

The DG provides advice to managers on operational efficiency and effectiveness and addresses areas of interest to outside parties, such as the TBS. The productivity of the audit and evaluation functions depends on developing reliable information on the effectiveness of major functions and their operations and persuading departmental managers to collect such information.

Where some of the major functions are evaluated for the first time, there is often an absence of effectiveness information, which requires the development of information-collection specifications for subsequent reviews. Some major functions are interdepartmental (e.g. environmental hazards), others have significant political dimensions (e.g. Aboriginal business), and others are delivered in partnership with third parties. This introduces complexity into the planning and timing of audits and evaluations.

The major managerial challenge facing the DG is to foster and promote a holistic approach to assessing and improving the Department's management practices in order to meet internal and external reporting requirements and undergo periodic reviews by the OAG. The Branch conducts reviews of major functions and services, their operations, and alternative forms of delivery with respect to economy, efficiency and effectiveness. The DG is free, within the parameters of professional standards and ethics, and the policies of central agencies, to determine the best approaches, methodologies and techniques for reviewing the Branch's main functions, after receiving the Deputy Minister's approval of annual and long-term plans.

The challenge for the DG is to identify cost-effective, alternative ways of designing and improving policies, programs and initiatives. The incumbent develops and promotes a life-cycle management approach to policy and program management and decision making. The incumbent directs the analysis and assessment that lead to recommendations made in reports tabled with the DAEC. All study findings and recommendations are discussed with management before reports are issued. The incumbent is free, however, to pursue with the Deputy Minister any matter arising from a study.

The DG sits on senior departmental committees and senior central agency committees (e.g. TBS / Comptroller General Review Committees) and participates in their decision-making processes on policies, practices and procedures. The incumbent acts as the secretary of the DAEC.

The DG negotiates the planning and timing of OAG audits and resolves differences of opinion concerning the OAG's quarterly reports to the House of Commons. The incumbent leads the preparation of ministerial briefing material and public responses to reports tabled with the Public Accounts Committee.

DIMENSIONS (Constant Dollars)

	Department	Directorate
FTEs:	5,300	19
Operating Budget:	$220 million	$350,000

SPECIFIC ACCOUNTABILITIES

1. Directs the development of departmental internal audit and evaluation policies and practices that are consistent with the directions and objectives for the efficient, effective and economic management of the Public Service and attest to the efficiency, effectiveness and economy of the Department's systems and operations.

2. Oversees the development of approaches and methodologies to ensure and promote the integrity of the stewardship of the Department's resources.

3. Directs the provision of ongoing internal audit and assurance services to attest to the adequacy of risk management, controls and accountability reporting across the Department, ensuring that they are in accordance with the Treasury Board Policy on Active Monitoring.

4. Provides professional advice on and the review of performance indicators and measures that are specific to departmental major functions and their operations in order to provide a basis for reports on departmental results in the Expenditure Management System and for the Treasury Board's accountability reviews of the Department.

5. Represents the interests and concerns of the Department and negotiates the final wording of reports of the Auditor General and the Commissioner of the Environment and Sustainable Development.

6. Sits on various departmental and central agency senior management committees and acts as the secretary of the DAEC.

EVALUATION RATIONALE

Director General, Audit and Evaluation

KNOW-HOW

G Extensive professional knowledge of the Department's mandate and operations, and comprehensive knowledge of all departmental programs, their objectives and management framework. Mastery of audit and program evaluation techniques and the principles and initiatives of modern comptrollership and the related central agency policies.

III Conceptual management of the two major functions of audit and program evaluation for external projects through the development of a comprehensive evaluation strategy and schedule modelled on the principles of modern comptrollership.

3 Human relations skills are critical in negotiating results with managers, senior departmental committees and central agency committees. Human relations skills are also critical in liaising with the Auditor General and motivating and coordinating professional staff.

700 Mid-range number reflects the expertise required to manage both audit and program evaluation in a complex department with a diverse program structure.

PROBLEM SOLVING / THINKING

F Functions are conducted under the broad OAG and CGO policies of audit and evaluation and the even broader directives governing the Modern Comptrollership Initiative.

4 Analytical and evaluative thinking is required in the development of a comprehensive evaluation strategy and schedule that must conform to the requirements of modern comptrollership so as to address both current and potential critical issues, and must be adapted to a diverse range of programs in the Department.

(57) 400 High percentage recognizes the complexity of managing and developing audit and evaluation activities within the ambiguities of modern comptrollership and within a broad, complex and multi-faceted portfolio.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Minister, the incumbent receives general direction and conducts audit and evaluation functions, in accordance with central agency policies and objectives.

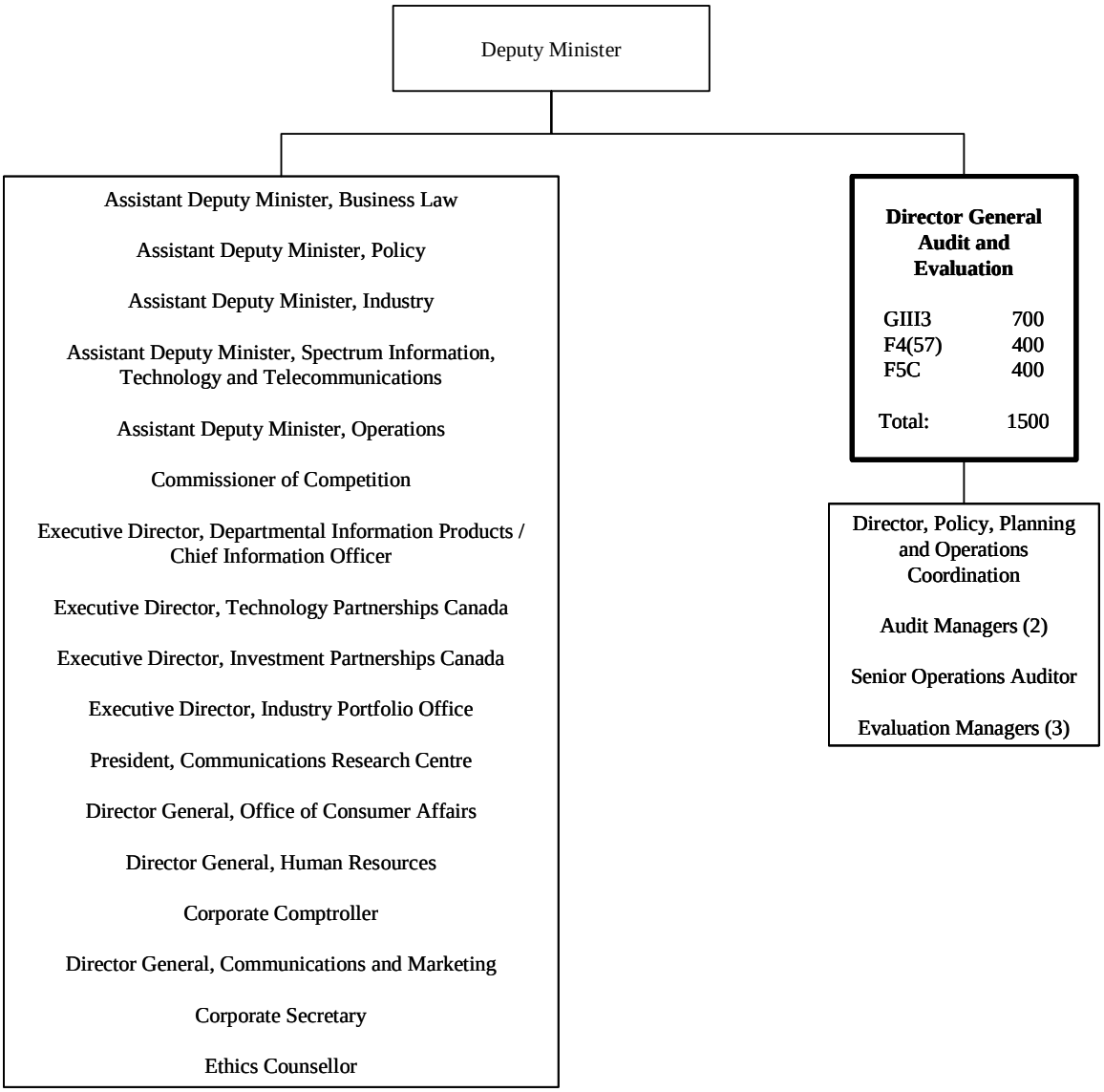
5C The position assesses practices and controls, identifies risks and makes recommendations for change. The proxy selected to represent these activities is the departmental budget of $220 million (constant).

400 Mid-range number reflects the latitude of the position to make recommendations on program value, efficiency and effectiveness and its significant impact on the Department's operations.

SUMMARY

GIII3	700	F4(57)	400	F5C	400	=	1500	0

DIRECTOR GENERAL
AUDIT AND EVALUATION
NUMBER: 7 – J – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 5-J-1

POSITION TITLE: Director, Evaluation

GENERAL ACCOUNTABILITY

Is accountable for developing and managing the departmental program evaluation function and providing the Director General and senior management with independent and sound professional advice and assessments with respect to the relevance, cost-effectiveness and success of departmental programs, policies, operations, transfer payments and contribution arrangements.

ORGANIZATION STRUCTURE

This is one of two positions at the second managerial level reporting to the Director General, Audit and Evaluation. The other is the Director, Internal Audit.

Specific functions of the positions reporting to the Director, Evaluation, are as follows:

Evaluation Managers (4) are responsible for developing performance and accountability frameworks; directing and conducting independent and objective evaluations and special studies on the success, impact and relevance of programs and policies; and making recommendations to senior management concerning continuation, modifications and termination.

NATURE AND SCOPE

The Department is engaged in the management of major policy, scientific and technical research and development; and industry support programs of national and international consequence with respect to Canada's land mass, and energy, forestry, mines and minerals sectors. The Department advances sustainable development and responsible use of Canada's mineral, energy and forest resources.

The Audit and Evaluation Branch (AEB) provides a number of services in support of the achievement of this mandate. These services include concurrent reviews; performance measurement activities; risk assessment; traditional audits, reviews and evaluations; management processes and control reviews; information management / information technology (IM/IT) reviews; and liaison with the Treasury Board Secretariat, the Office of the Comptroller General of Canada and the Commissioner of the Environment and Sustainable Development.

It is within this context that the Director conceptualizes and implements the Department's evaluation strategy and risk management framework, which addresses central agency requirements to actively assess risk, measure performance and report on results, while considering the constantly evolving management challenges that increase the risk faced by the Department's managers when delivering products and services to clients.

Directorate clients recognize the impact of decreased budgets, increased delegation, greater span of control and a larger range of service delivery mechanisms, and are demanding an enhanced assurance function. The Director provides guidance in risk and control assessment and risk management, and develops and implements consultation processes with departmental managers and other stakeholders to ensure that the evaluation function is aligned with government and departmental priorities and areas of significance and risk.

The Director contributes to the work of the Audit and Evaluation Committee (AEC) and ensures that evaluations are conducted in accordance with government standards and policies and that completed evaluations, frameworks and studies are submitted to the AEC in a timely manner. The incumbent manages the implementation of the evaluation component of the Department's review plan.

The Director provides the Director General and senior management with independent and sound professional advice on the performance of the management frameworks and departmental programs, policies and operations. The incumbent sits on departmental committees and contributes relevant, timely and credible advice supported by sound analysis. The Director ensures that departmental managers are provided with useful study results and appropriate action plans to address recommendations, and ensures that follow-up reviews are conducted to assess the effectiveness of action taken by management on previously completed evaluations.

The Director provides direction and advice to departmental managers with respect to performance measurement and reporting. In collaboration with managers, the incumbent directs the development and ongoing support of performance frameworks. The incumbent also plays an instrumental role in the provision of AEB and corporate contributions in the development of corporate planning and reporting documents, such as the strategic plan, the Report on Plans and Priorities and the Departmental Performance Report.

The Director contributes to a number of corporate initiatives by serving on the Science and Technology Coordinating Committee and on the Strategic Policy Committee. The Director manages the development of performance frameworks for initiatives and projects, and makes significant contributions to the implementation of the Modernization of Comptrollership Initiative and on shared values and ethics.

DIMENSIONS (Constant Dollars)

FTEs:	6
Operating budget:	$130,000
Departmental budget:	$69 million

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership for the conceptualization and implementation of the evaluation function and strategy for the Department.

2. Conducts an ongoing consultation process with stakeholders to ensure that the function is aligned with government and departmental priorities and areas of significance and risk, and to enhance management's understanding of the value and role of the function.

3. Develops the evaluation plan, as part of the annual review plan, manages the preparation of contributions to the AEB annual report on items related to evaluation, and contributes to the AEC.

4. Provides professional advice to the Director General and senior management on the performance of management frameworks and departmental programs, policies and operations, including guidance in risk and control assessment and risk management; and contributes to corporate initiatives and priorities through the provision of advice and the assessment of the achievement of results.

5. Ensures that clients are provided with useful study results and appropriate action plans to address recommendations, and ensures that follow-up reviews are conducted on previously completed evaluations and reviews.

EVALUATION RATIONALE

Director, Evaluation

KNOW-HOW

F In-depth professional knowledge of program evaluation policies, principles and practices, including risk assessment, financial analysis, cash-flow management and economic evaluation; in-depth professional knowledge of departmental operations and programs; and in-depth knowledge of Modern Comptrollership policies, principles and practices.

III Conceptual and operational coordination of the evaluation function is required to contribute to departmental program decisions, such as those related to linkages between departmental initiatives and science and technology capacity.

3 Critical level required to manage staff, discuss results of evaluation studies with senior management and convince managers to accept the findings of the studies.

528 Mid-range number indicates a high degree of specialized professional knowledge and the scope of managerial knowledge required to lead evaluation activities that encompass all departmental programs, policies, operations, transfer payments and contribution arrangements.

PROBLEM SOLVING / THINKING

F Thinking in accordance with broad Auditor General and Treasury Board standards and guidelines, as well as within departmental and government policies and priorities, in the conceptualization and implementation of an evaluation program and plans.

4 Analytical and evaluative thinking to provide program and policy assessments and advice and recommendations to senior management concerning the continuation, modification and termination of programs.

(50)
264 Solid percentage reflects the complexity of planning and managing a departmental internal evaluation program that meets the Department's needs and complies with central agency evaluation frameworks.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Director General, Audit and Evaluation, manages the Department's evaluation program.

4C The position contributes to the relevance, cost-effectiveness and success of departmental programs, policies and operations. The proxy selected to represent these activities is the departmental budget of $69 million (constant dollars).

304 Mid-range number reflects the position's latitude in making recommendations that influence departmental programs, policies and operations.

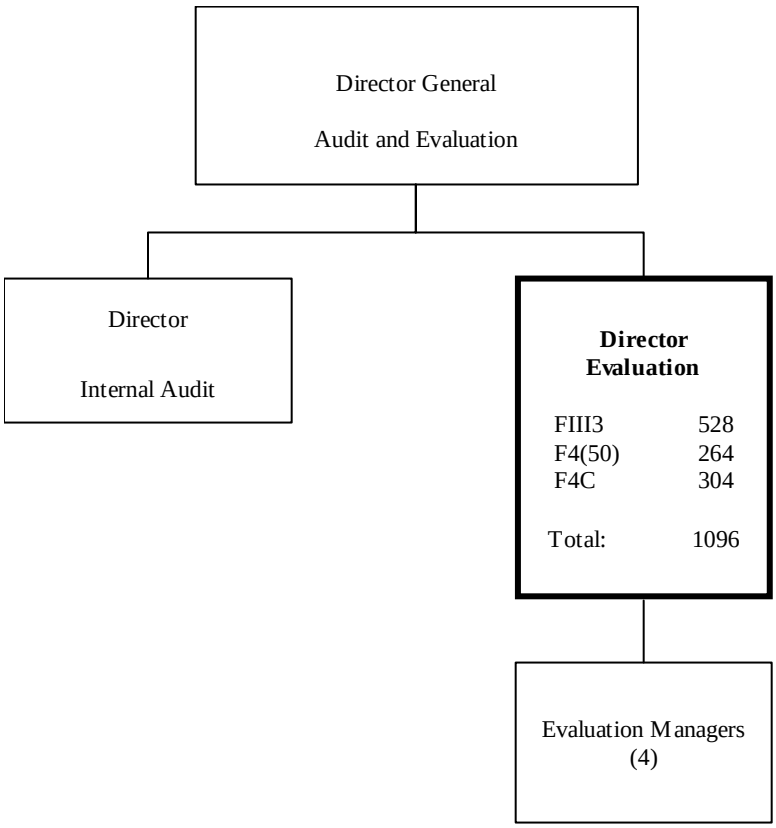
SUMMARY

FIII3	528	F4(50)	264	F4C	304	=	1096	A1

DIRECTOR

EVALUATION

NUMBER: 5 – J – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-J-1

POSITION TITLE: Director, Audit and Evaluation

GENERAL ACCOUNTABILITY

Is accountable for the design, development, implementation and management of a comprehensive audit and evaluation framework to provide departmental management with objective assessments with respect to the design, efficiency and effectiveness of management practices and control systems to support the achievement of the Department's comptrollership and results-based management accountability strategies.

ORGANIZATIONAL STRUCTURE

This position is one of three positions at the third managerial level reporting to the Director General, Corporate Management and Review. The other two are Director, Corporate Planning and Reporting; and Director, Corporate Development.

Specific functions of the positions reporting to the Director, Audit and Evaluation, are as follows:

Two (2) Audit Managers are responsible for managing audits; providing assessments of the economy, efficiency and effectiveness of management practices, and the design of controls; and providing advice on the development and recommendation of options with respect to appropriate remedial actions.

Four (4) Auditors are responsible for conducting audits to enhance management comptrollership and accountability and conducting specific segments of compliance audits.

Manager, Evaluation, is responsible for managing evaluations to provide assessments of the economy, efficiency and effectiveness of departmental strategies, policies, programs and plans and for providing advice on the development and implementation of mechanisms to improve results-based management and accountability.

Four (4) Evaluators are responsible for conducting evaluations and providing advice on problem resolution.

NATURE AND SCOPE

The Department's mandate is to protect and conserve Canada's environment, including air and water quality; to conserve and protect Canada's wildlife and its habitat; to protect Canadians through advance information of natural hazards associated with the atmospheric environment; to educate Canadians on environmental issues; and to promote environmentally sound practices through the development and enforcement of environmental standards.

The Corporate Management and Review Directorate is responsible for initiating, fostering and promoting a single corporate culture within the Department and for identifying, analysing and recommending solutions to departmental operational and planning issues. This involves the design and ongoing renewal of the Department's management framework, which comprises key components to support managers in designing, developing, delivering and assessing program and service activities, and reporting results.

It is within this context that the Director, Audit and Evaluation, designs, develops, implements and manages a comprehensive audit, evaluation and review framework to provide departmental management with objective assessments of the design and operation of management practices and control systems to support the Department's modern comptrollership and results-based management accountability strategies and principles.

The Director interprets audit and evaluation policies and guidelines established by central agencies, and adapts them to specific departmental requirements. A major challenge for the incumbent is to lead extensive consultations and negotiations with senior managers within the scope of the audit and evaluation function processes aimed at developing mechanisms for collective and meaningful participation, which meet the information needs of program managers.

The Director develops annual and long-term plans for audit and evaluation activities by liaising with the Treasury Board Secretariat (TBS), the Office of the Auditor General (OAG), and the Office of the Commissioner of the Environment and Sustainable Development. A key challenge for the incumbent is to ensure that these plans incorporate government, departmental, management and central agency priorities, and are articulated in the departmental planning and reporting documents.

The Director directs the development, implementation and monitoring of policies, procedures, directives and guidelines with respect to departmental audit, evaluation and review activities and initiatives; and directs the conduct of systematic, objective and comprehensive audits of organizations, activities, management systems and processes to determine compliance with legislation, policies, objectives and regulations. The Director also manages the conduct of special investigations, self-assessment activities, forensic audits and other

management assistance engagements. A key challenge in fulfilling these responsibilities is to determine the best review approaches, methodologies and techniques to be applied in accordance with government standards for internal audit and evaluation.

The Director establishes systems and processes to ensure that approved evaluation findings and measures for improvement are incorporated into departmental priority setting, planning, reporting and decision-making processes to monitor the progress in implementing approved action plans; and to report any unresolved issues to the Departmental Audit and Evaluation Committee. The incumbent reports to the Treasury Board on significant issues of risk or other problems and on remedial action plans that have been developed and implemented.

A major challenge in this respect is the requirement to develop a strategic plan that provides the Deputy Minister with independent assessments of risk management strategies and practices, management control frameworks and practices focussed on achieving an appropriate balance between risk assessments and departmental priorities; and provides confidence in the soundness of stewardship, comptrollership and accountability initiatives.

The Director establishes and maintains communications networks with senior officials and colleagues in central agencies, principally the OAG, the TBS, the Public Service Commission and the Office of the Commissioner of Official Languages, to explain and review progress on review activities. The incumbent maintains professional relationships with colleagues in the Canadian Comprehensive Audit Foundation, the Canadian Evaluation Society and the Institute of Internal Auditors to keep current on state-of-the-art audit, evaluation and review technologies, methodologies and practices, and to exchange information on best practices.

DIMENSIONS (Constant Dollars)

	Directorate	**Department**
FTEs:	12	5,640
Operating budget:	$1.3 million	$720 million

SPECIFIC ACCOUNTABILITIES

1. Leads the development and recommendation of an annual and long-term audit, evaluation and review plan for approval by the Department's Audit and Evaluation Committee and Executive Committee. Implements all related work plans and procedures.

2. Directs the conduct of departmental audit, evaluation and review activities to assess the degree of compliance with legislation and departmental and governmental policies and procedures, identifying situations where the Department is most exposed to risk, and assessing policy or program effectiveness, including both the intended and the unintended impacts; and provides information and advice for decision making on policy and program issues of broad strategic interest to management.

3. Directs the development and management of performance measurement frameworks and monitors progress on the implementation of all significant audit, evaluation and review recommendations, and reports on the status of this work.

4. Assesses the quality, responsiveness, accessibility and timeliness of review activities, particularly with respect to the advice provided to senior managers, the Branch's contribution to departmental policies and procedures, and its collaboration with other government departments on horizontal issues; and implements measures to improve the effectiveness of all Branch services and products.

5. Develops comprehensive performance evaluation frameworks, services and tools to monitor the relevance, affordability and effectiveness of departmental policies, programs and systems in achieving corporate objectives.

6. Coordinates activities with the OAG; provides related briefings to the Deputy Minister and to the Minister's staff; advises departmental managers whose programs are being audited by the OAG; and oversees the development of departmental responses to OAG chapters.

EVALUATION RATIONALE

Director, Audit and Evaluation

F Specialized professional knowledge of policies and practices in program evaluation and internal audit. In-depth knowledge of departmental policies, strategic direction, operations, and diversified and decentralized programs.

III Conceptual and operational management of the Department's internal audit and program evaluation functions as critical managerial planning and decision-making tools.

3 Critical level required for motivating staff, providing evaluation feedback to managers and obtaining cooperation of senior management in implementing audit recommendations.

460 High number represents solid practical expertise and specialized techniques, skills and knowledge required for the Department's audit and evaluation functions, and the relative degree of managerial know-how required for coordinating the work of a small group engaged in activities, often perceived as competing, but mostly integrated at the higher hierarchical level.

PROBLEM SOLVING / THINKING

E Thinking is done within government standards for internal audit and evaluation, central agency policies and objectives, departmental orientation and managerial culture.

4 Analytical and constructive thinking required in developing, directing and reconciling audit and evaluation functions and strategies and identifying risks and associated mitigating strategies to ensure the achievement of economy, efficiency and effectiveness of departmental programs and services, while preserving departmental needs, mandates and business objectives.

(50) 230 High percentage is representative of the variety of situations arising from the seemingly competing nature of the areas being managed, which requires the adaptation of practices and strategies, the development of innovative approaches, alternatives and courses of action and the recommendation of solutions.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, Management and Review, within functional policies and goals, manages departmental audit and evaluation programs.

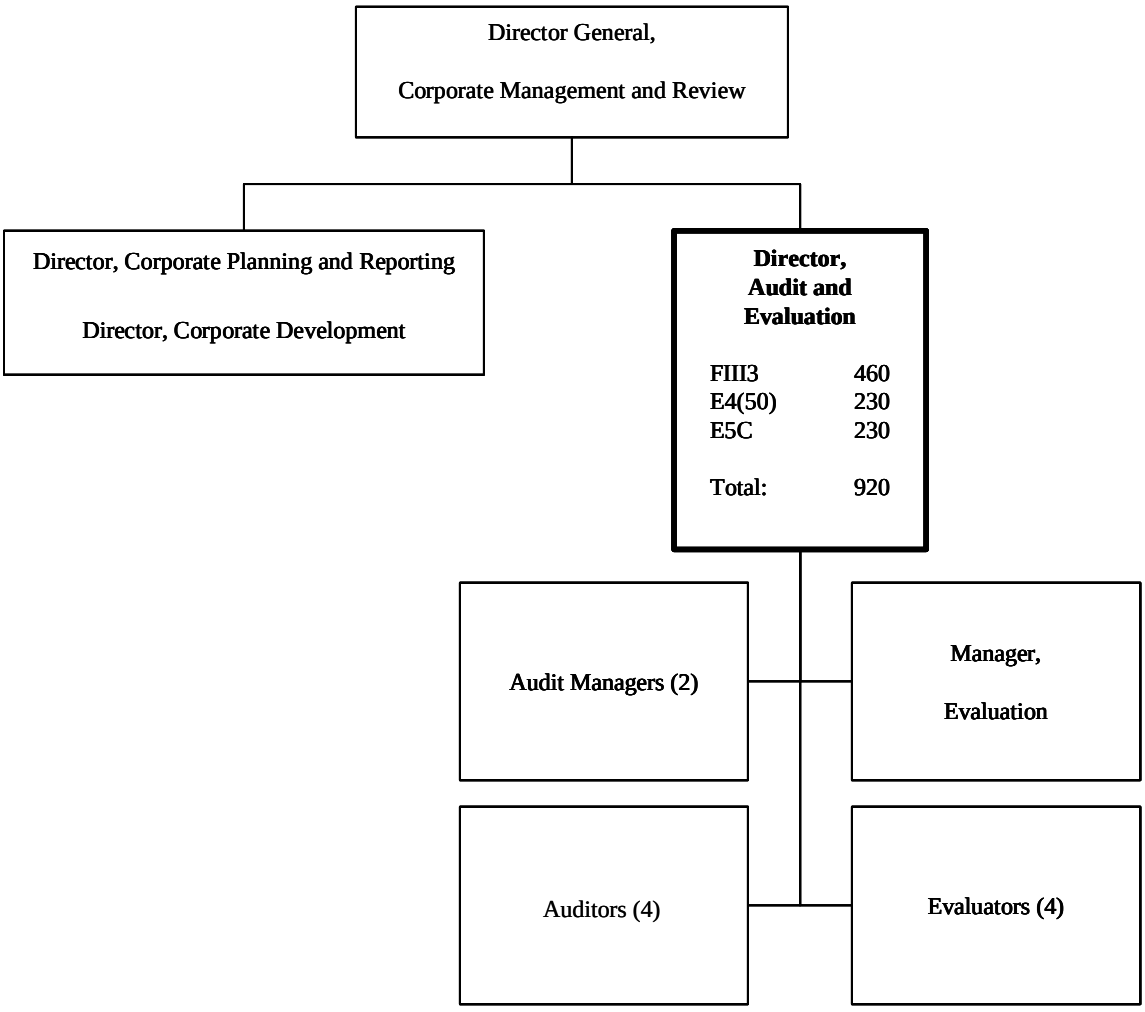
5C Contributory on departmental operations. The proxy selected to represent these operations is a departmental operating and salary budget of $110 million (constant).

230 Low number represents the magnitude of the budget and the relative impact of recommendations on departmental operations and programs.

SUMMARY

FIII3	460	E4(50)	230	E5C	230	=	920	0

DIRECTOR,
AUDIT AND EVALUATION
NUMBER: 4 – J - 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-J-2

POSITION TITLE: Director, Sector Operations Audit

GENERAL ACCOUNTABILITY

Is accountable for the planning, management and professional conduct of the audit program specific to the Operations Sector.

ORGANIZATION STRUCTURE

This is one of three positions at the second level reporting to the Director General, Internal Audit. The other two positions are Director, Services Audit; and Director, Corporate Audit.

There are no positions reporting to the Director, Sector Operations Audit. Project resources are assigned to audit projects in accordance with the approved audit plan. The staff and/or contracted resources under the project direction of the Director, Sector Operations Audit, specialize in one or more business disciplines.

NATURE AND SCOPE

The Director General, Internal Audit, reports to the Deputy Minister on the development and implementation of a management-oriented, integrated, comprehensive audit program linked to the Department's strategic directions, operational programs, plans and priorities.

The audit program provides assistance in the definition and understanding of the departmental accountability structure, presents current issues and concerns that affect management accountability, and provides an independent assessment of the efficiency and effectiveness in fulfilling that accountability. The program is corporate in nature, with a sector focus, and is based on consultation with senior departmental management. The program addresses the broad spectrum of departmental operations, systems, procedures, delegation instruments and practices.

The Internal Audit Committee is the advisory and approval forum of the audit program. The Committee advises the Deputy Minister and the Internal Audit Directorate on audit matters related to the concerns and activities of the Department, the Auditor General, central agencies and other departments. The Committee approves the audit program and schedule, reviews all audit results, advises on actions to be taken and monitors the implementation of corrective action.

The sector committees for Audit Programming and Findings Review approve the audit scope and the business lines or functions that are to be addressed. The sector committees review audit findings and ensure the pertinence and practicality of audit recommendations and management action plans.

The Regional Audit Committee specifies audit concerns and priorities with respect to program delivery; defines the regional audit perspective; assists in the development of audit scope and schedules; and ensures that regional requirements are taken into consideration during the development of the audit program.

The Sector is accountable for the economical acquisition and/or provision of goods and services to meet the needs of government departments and agencies. The following services are provided to customer departments and agencies: purchasing, printing, publishing, advertising management, industrial security, equipment maintenance and repair, warehousing, distribution, and disposal of surplus government material.

The Director, Sector Operations Audit, analyses, evaluates and documents sector audit requirements; develops audit plans and schedules; defines audit objectives and control points; indicates the relative value and import of the audit entity; resources and manages approved audit projects; and produces audit results consistent with the annual audit and the departmental audit programs.

The Director establishes and applies selection criteria to identify a viable audit program for the Sector, ensuring the balanced and effective use of audit resources, while meeting the level of coverage and priorities required by senior management, government regulations and audit principles.

The Director is responsible for the professional conduct of audit projects and the direction of project resources (time, people and funding). The scope of audit activities is defined in concert with the sector committee and is consistent with audit policy. The incumbent determines the skill and resource requirements for each audit; resources the project(s) with staff and/or contracted expertise; identifies performance expectations; and measures the results of the work of the project staff. The Director is responsible for the audit review, evaluation and testing activities and for the quality and appropriateness of the audit findings and recommendations.

The Director assists, responds to and reports to the sector audit committee; provides a client/sector focus to the Internal Audit Committee; produces audit findings, recommendations and reports consistent with the defined scope, context and criteria; develops corrective action plans through negotiation with affected Directors General; and monitors and reports on corrective action plans.

DIMENSIONS (Constant Dollars)

Audit project resources:	6 FTEs
Salary, operating and maintenance budget:	$102,080
Sector:	
FTEs:	2,800
Expenditures:	$110 million
Number of contracts issued:	355,000
Total contract value:	$1.5 billion

SPECIFIC ACCOUNTABILITIES

Plans, manages and administers the audit program specific to the Operations Sector.

Conducts the audit function in a professional manner so as to ensure the efficient and effective application of universally accepted audit principles and practices and to ensure timely audit results of high quality.

Reports on and monitors audit initiatives, findings and recommendations.

Contributes to the departmental audit program through the representation of the Sector’s audit needs and priorities.

EVALUATION RATIONALE

Director, Sector Operations Audit

KNOW-HOW

F Extensive knowledge of audit concepts, practices and techniques in order to lead the Operations Sector's comprehensive audit program.

II Coordination of all audit activities for a complex component of a diverse department.

3 Successful achievement of objectives requires dealing with senior management, motivating a small staff and orchestrating many projects with contract services.

460 High number reflects a degree of professional and managerial expertise consistent with a review function of all sector operations.

PROBLEM-SOLVING / THINKING

E Problems faced are clearly defined but require customization to the sector served.

4 Evaluative thinking is required in the analysis of audit needs versus program capabilities.

(43)
200 Lower percentage reflects the availability of guidance from supervisor and committees.

ACCOUNTABILITY / DECISION MAKING

E Subject to managerial direction from the Director General, Internal Audit, and functional direction from the committees in assuming responsibility for the comprehensive audit of the sector.

2P The position has a primary impact on audit activities. The proxy selected to represent these activities is an operating budget of $102,080 (constant).

200 Mid-range number indicates that some latitude is available in determining the operation of audits for the Sector.

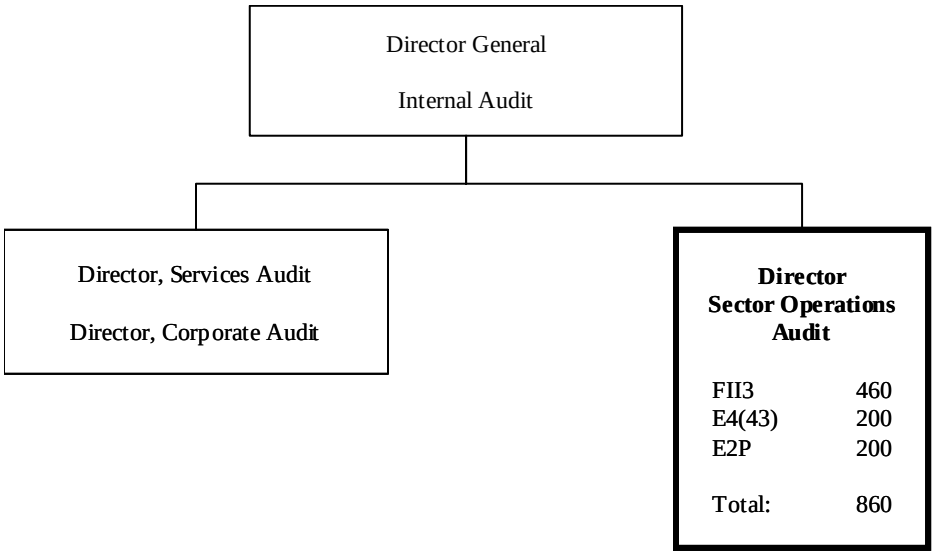
SUMMARY

FII3	460	E4(43)	200	E2P	200	=	860	0

DIRECTOR

SECTOR OPERATIONS AUDIT

NUMBER: 4 – J - 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 10-K-1

POSITION TITLE: Assistant Deputy Minister, Information Management

GENERAL ACCOUNTABILITY

Is accountable for leading the planning, delivery and operations of information management (IM) assets and associated information technologies to support the missions, operations and administration of the Department of National Defence and the Canadian Forces.

ORGANIZATION STRUCTURE

The Assistant Deputy Minister, Information Management, is at the first managerial level reporting jointly to the Deputy Minister and the Chief of Defence Staff.

Specific functions of the positions reporting to the Assistant Deputy Minister (ADM), Information Management, are as follows:

Director General, Information Management Strategic Direction, (staff of 158) is responsible for key elements of the IM program, including developing the IM Governance Framework, the Defence IM Strategy, strategic IM plans and requirements, and the enterprise architecture required for a cohesive program that meets departmental business and operational information requirements.

Director General, Enterprise Application Services Division, (staff of 102) is responsible for defining and supporting all enterprise applications required to support the business or operational needs of cross-functional communities of users.

Director General, Information Management Project Delivery, (staff of 432) is responsible for leading all capital IM projects (applications and infrastructure); providing functional project management support throughout the project life cycle; and overseeing all departmental IM projects during development and implementation.

Director General, Information Management Operations, (staff of 4,560) is responsible for providing information management services to support military operations.

Chief of Staff (staff of 83) is responsible for coordinating group functions and the provision of internal services (financial management, human resource management, client relations, issues management and business planning).

NATURE AND SCOPE

The Department of National Defence and the Canadian Forces (DND/CF) are responsible for defending Canada, its interests and its values, while contributing to international peace and security. The Canadian Forces are called upon to fulfill three major roles: protecting Canada, defending North America in cooperation with the United States, and contributing to peace and international security.

Within DND/CF can be found the entire range of services provided by most other government departments, in addition to an almost complete spectrum of industrial, commercial and personnel support activity (schools, universities, hospitals, churches, social services, airline services, research and development establishments, and manufacturing and repair facilities, with staff in every major capital city in the world).

In this context, the Assistant Deputy Minister, Information Management, is responsible for providing an extensive range of IM products and services to support the operational and business requirements of the Department and the CF. With the exception of weapons systems, the ADM is responsible for every computer, telephone and strategic communications network, and networks in departmental offices on every base and station, as well as for installations in operational theatres.

Within DND/CF, information is a mission-critical resource, the value of which can be life-saving or war-winning. It is therefore essential for the ADM to ensure that DND/CF has the capacity to manage this resource with a high degree of stewardship in order to derive maximum benefit from this investment. This major challenge requires the ADM to provide corporate leadership across the Department to ensure that information resources support business and administrative needs and Canadian Forces military operations.

A major challenge of the ADM is to lead cultural change within DND/CF to ensure that independent legacy systems are redesigned to reflect a network-centric IM environment based on a tightly controlled, evolving IM strategic plan. Meeting this challenge requires the incumbent to identify and pursue the strategies, approaches and systems that can strengthen military-to-military relationships with Canada’s principal allies, and to ensure interoperability with Canadian Forces doctrine, operations and infrastructure. The ADM is also called on to develop and apply compelling strategies and approaches in order to convince the Canadian Forces to do the following: abandon its independent legacy applications development solutions; pursue enterprise solutions by adopting one corporate enterprise architecture, a single network and common systems; and invest in one focus of resource expenditures that will serve all managers and their external partners more effectively.

The ADM is accountable for providing operational support through the provision of intelligence collection, processing and dissemination services in support of

Canadian Forces joint and combined operations conducted by the Command of Communications Groups, which comprise 52 Regular and 19 Reserve organizations made up of 5,000 military personnel. In addition, the Information Management Group controls the allocation of the military-assigned radio frequency bands in Canada and abroad to support frequency spectrum management, as well as the provision of signals intelligence and electronic warfare operational support to the Canadian Forces and other federal and departmental agencies.

The ADM provides authoritative advice and recommendations to the Deputy Minister and the Chief of Defence Staff on IM issues, such as the management of information as a corporate resource, linking IM to improved operational and administrative effectiveness, developing Command and corporate strategic plans and priorities, developing the overall IM plan for DND/CF, and finding effective ways of leveraging the enabling the effects of information technologies on all aspects of operations.

The ADM is responsible for providing representational and liaison interfaces with NATO and other international fora, the government's Chief Informatics Officer, the Government Telecommunications and Informatics Services Branch of PWGSC, and with other departments. With Commands, the ADM deals directly with Commanders and their senior staffs; within national headquarters, the incumbent deals with Group Principals and attends Information Management Committee, Program Control Board and daily Executive Committee meetings. The ADM also attends the Armed Forces Council and the Defence Management Committee, as appropriate.

DIMENSIONS (Constant Dollars)

FTEs:	5,341 military and civilian
Operating budget:	$145 million

SPECIFIC ACCOUNTABILITIES

1. Advises the Deputy Minister and the Chief of Defence Staff on IM matters and participates in the formulation of departmental objectives, policies and plans designed to enhance the management and operational capacity of DND/CF.

2. Leads the development of broad IM policies, strategic directions and objectives in order to develop Department-wide IM doctrine, architecture, plans and standards to ensure that information is managed as a valuable resource that contributes to achieving the mandate of DND/CF.

3. Leads cultural change within DND/CF to ensure the development of a network-centric IM environment in order to enhance the interoperability of systems between the Department, the Canadian Forces and allies.

4. Oversees the delivery of intelligence collection, processing and dissemination services to support Canadian Forces joint and combined operations, and the provision of electronic warfare support, electronic warfare operational support, geolocational support and signals intelligence support to the Department, the Canadian Forces, the Communications Security Establishment and other agencies.

5. Advises and supports the Defence Management Committee, the Program Control Board and the Defence Council and represents the Department at various interdepartmental and international fora in order to ensure the maximum benefit to and input into departmental and government objectives and activities.

EVALUATION RATIONALE

Assistant Deputy Minister, Information Management

KNOW-HOW

G Mastery of government IM plans and priorities, policies and programs in order to function as the Department's IM leader. In-depth knowledge of the interrelationships between DND/CF policies, program strategies, priorities and operations in order to design and deliver system solutions and to contribute to strategic and operational decision making as a member of the Executive Management Committee.

IV Directs the planning, design, development, operation and maintenance of integrated IM tools and equipment, including the Canadian Forces' unique information requirements (radio frequency, electronic warfare and signals intelligence).

3 Successful achievement of objectives requires the incumbent to work effectively with senior DND/CF managers and commanders and international and national organizations in order to address national, global and hemispheric information management / interoperability issues.

1056 The high number reflects the complexity of the mandate and the leadership skills required to build systems capacity involving multiple organizations with divergent priorities and perspectives.

PROBLEM SOLVING / THINKING

G Thinking within governmental policies and priorities and international defence protocols for cost-effective information management.

4 Significant analytical, interpretative, evaluative and constructive thinking is required to establish strategic objectives, and to develop solutions that support the unique operational, business and administrative needs of the organization.

(66) 700 The high percentage reflects the challenges associated with delivering innovative and secure information systems that meet the complex information needs of the Department, the Canadian Forces and allies.

ACCOUNTABILITY / DECISION MAKING

G The position has a dual reporting relationship—to the Deputy Minister and to the Chief of Defence Staff. It operates with only general guidance being provided for its legislative, policy and program responsibilities. The incumbent participates as a member of the Executive Management Committee and contributes to the formulation of departmental objectives, policies and plans.

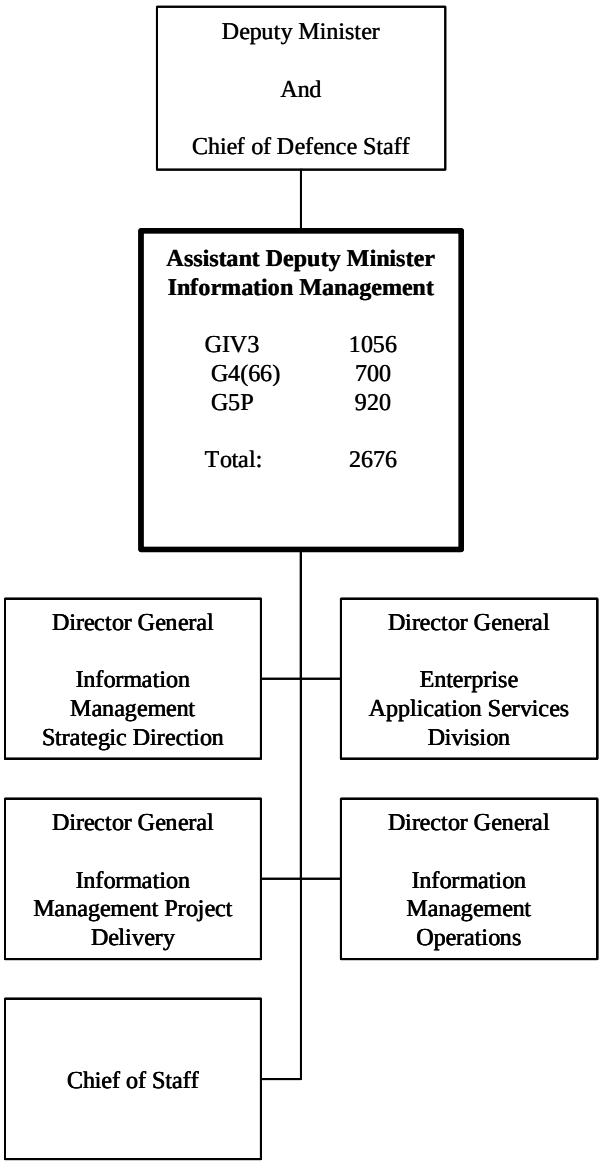
5P Primary impact on information and technology management in DND/CF. The proxy selected to represent these activities is a salary and operation and maintenance budget of $145 million (constant).

920 Low number reflects the significant decision making in relation to enabling technology, the dual reporting relationship, and the overall contribution to the achievement of departmental objectives.

SUMMARY

GIV3	1056	G4(66)	700	G5P	920	=	2676	A2

ASSISTANT DEPUTY MINISTER
INFORMATION MANAGEMENT
NUMBER: 10 – K – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 9-K-1

POSITION TITLE: Assistant Chief Statistician, Methodology and Informatics

GENERAL ACCOUNTABILITY

Is accountable for agency-wide leadership to ensure that the statistical methodology used by all surveys is sound, statistically efficient and follows accepted standards; to provide leadership for and management of information processing in the agency; and to maintain the professional and technical reputation of the agency and its products.

ORGANIZATION STRUCTURE

This is one of seven positions at the first managerial level reporting to the Chief Statistician. The others are Assistant Chief Statistician, National Accounts and Analytical Studies; Assistant Chief Statistician, Business and Trade Statistics; Assistant Chief Statistician, Communications and Operations Branch; Assistant Chief Statistician, Social, Institutions and Labour Statistics; Assistant Chief Statistician, Management Services; and Assistant Chief Statistician, Analysis and Development.

Specific functions of the three positions reporting to the Assistant Chief Statistician, Methodology and Informatics, are as follows:

Director General, Informatics, (staff of 350) is accountable for the development and implementation of informatics strategies, plans and policies for the agency; the economic and efficient management of a large data processing centre and an extensive electronic communication network; the provision of informatics services to the agency, including regional offices; the establishment, development and maintenance of a high level of informatics technology serving as the cornerstone of the agency's technical infrastructure.

Director General, Methodology, (staff of 355) is accountable for planning, organizing and directing the development, implementation, analysis and evaluation of the statistical methodology underlying all agency programs; the integrity of the statistical methods and procedures used throughout the agency's broad program of household, institutional, business and agricultural surveys, including the 10-year and 5-year censuses; and the agency's program of development and dissemination of sub-provincial data from administrative records.

Director General, Classification Systems, (staff of 382) is accountable for the development and promulgation of classification systems; the standardization of economic, social and geographic concepts; the development, enhancement, and maintenance of the business register as a major integration instrument of survey-taking; the exploitation of taxation and other administrative data; the development and marketing of geographical products; and the agency's meta data system.

NATURE AND SCOPE

The agency provides statistics that help Canadians better understand their country—its population, resources, economy, society and culture. Objective statistical information provides a solid foundation for informed decisions by elected representatives, businesses, unions, non-profit organizations and individual Canadians.

The branch provides leadership for survey methodology and design, questionnaire design, standards, classification systems, business registers, quality control methods, development of administrative records as alternative data sources, computer systems development and maintenance, planning and management of data processing facilities, internal information processing services, office automation, information bank systems, geographical and mapping services and electronic dissemination technology development. The branch is of central importance to the execution of the agency's mandate. Since users can seldom directly assess the quality of statistics, they must rely on the reputation of the agency for meeting high technical standards.

The Assistant Chief Statistician (ACS) provides corporate leadership to ensure that the agency's statistical methodology for all surveys is sound, statistically efficient and follows accepted standards. The incumbent provides methodological leadership and know-how in the design of all surveys and in the measurement of their quality; and underpins household and business surveys and the development and calibration of alternative data sources to direct collection, typically involving administrative records. The incumbent provides authoritative advice and direction on a significant number of complex and concurrent surveys, such as business surveys that are the basis for all economic and financial statistics, including the System of National Accounts, as well as household and institutional surveys.

The ACS acts as an agent of change in the agency by designing and implementing innovative projects that increase operational efficiency and expand output. A major challenge facing the ACS is to provide innovative leadership in the agency's efforts to reduce respondent burden and program costs by using administrative data rather than direct data collection, wherever possible.

The ACS oversees the development and maintenance of the agency's classification systems, the standardization of economic and social concepts and the comprehensive documentation of agency surveys, in order to render coherent statistical outputs.

Another challenge facing the ACS is to develop and maintain the agency's information technology infrastructure. The incumbent must ensure that the agency can manage information gathering and processing activities, which involve several hundred dissimilar systems, ranging from very large applications—the population census, which is at the root of the formulae underlying the federal equalization payments and cost-sharing arrangements—to sophisticated interactive data modelling applications. The incumbent must also ensure the provision of secure and reliable employee access to the agency's network, as well as public access to databases and Web sites for dissemination purposes. The ACS oversees storage and accessible maintenance of the data holdings of Canada's central statistical office; development of general processing systems, based on advanced statistical methodology for sampling and estimation; data editing and correction; confidentiality protection; and management of software for the agency's operations, planning and management of information technology hardware, communications systems and security, which can process confidential information securely while allowing public access to released data.

The ACS provides advice and recommendations to the Chief Statistician on statistical methodology and the use of informatics to support the achievement of agency objectives. As a member of the agency management team, the incumbent participates in operational and corporate policy and management decision making. The incumbent represents the agency's interests in discussions with central agencies, other government departments, non-governmental organizations and industry representatives to resolve issues related to methodologies, standards, data quality and access to databases and Web sites.

DIMENSIONS (Constant Dollars)

FTEs:	1,100
Operating budget:	$13.3 million
Agency FTEs:	6,000

SPECIFIC ACCOUNTABILITIES

1. Develops and maintains the agency's informatics infrastructure to ensure that the agency can manage information gathering, processing and distribution.

2. Provides corporate leadership to ensure that the statistical programs use common standards, common frames and consistent methodology to produce coherent output and to reflect the agency's high professional and technical standards.

3. Leads the design and implementation of innovative projects and approaches aimed at increasing operational efficiency or expanding output.

4. Provides professional, technical and administrative advice and support to the Chief Statistician to support the business operations and management of the agency.

5. Represents the agency in discussions with clients to ensure satisfaction with accessibility, statistical integrity and product quality.

EVALUATION RATIONALE

Assistant Chief Statistician, Methodology and Informatics

KNOW-HOW

G Specialized mastery of statistical methodology, including both theoretical and applied dimensions. Seasoned competence in informatics, including systems design and data processing. Broad mastery of both national and international economic and geographical classification systems.

IV Coordination at the policy level and establishment of specific long-range goals for statistical methodology and informatics; development and promulgation of agency-wide methodology standards; and establishment of policies and strategic plans for all aspects of informatics.

3 Successful achievement of objectives requires motivating a large professional staff; and interfacing with senior departmental officials on essential centralized support functions that are imperative to the success of all agency programs, in terms of data quality, timeliness and cost.

920 Mid-range number reflects the depth of specialized knowledge in two diverse areas and the breadth of management skills required to perform work supporting the agency's operations.

PROBLEM SOLVING / THINKING

G Thinking within general policies, principles, goals and plans. Coordinates, sets objectives and priorities, formulates policies for data services and evaluates effectiveness and efficiency of services. Ensures quality and integrity of statistical survey methods, including design and processing systems, measurement of data quality and evaluation of methods used in all statistical programs.

4 Evaluative and constructive thinking is required to meet the challenges of decentralized data capture and of the impact of interactive environments on development and production, which have a major impact on the mode of operation and resource allocation; and to ensure that the statistical methodology supporting all programs is of the highest quality in all aspects.

(66) 608 Higher percentage reflects the complexity of the environment and the degree of original thought required to establish systems capable of supporting all departmental programs.

ACCOUNTABILITY / DECISION MAKING

G Reports to the Chief Statistician, from whom general managerial guidance is received, and is responsible for agency-wide leadership, service and support that covers all aspects of methodological and information handling.

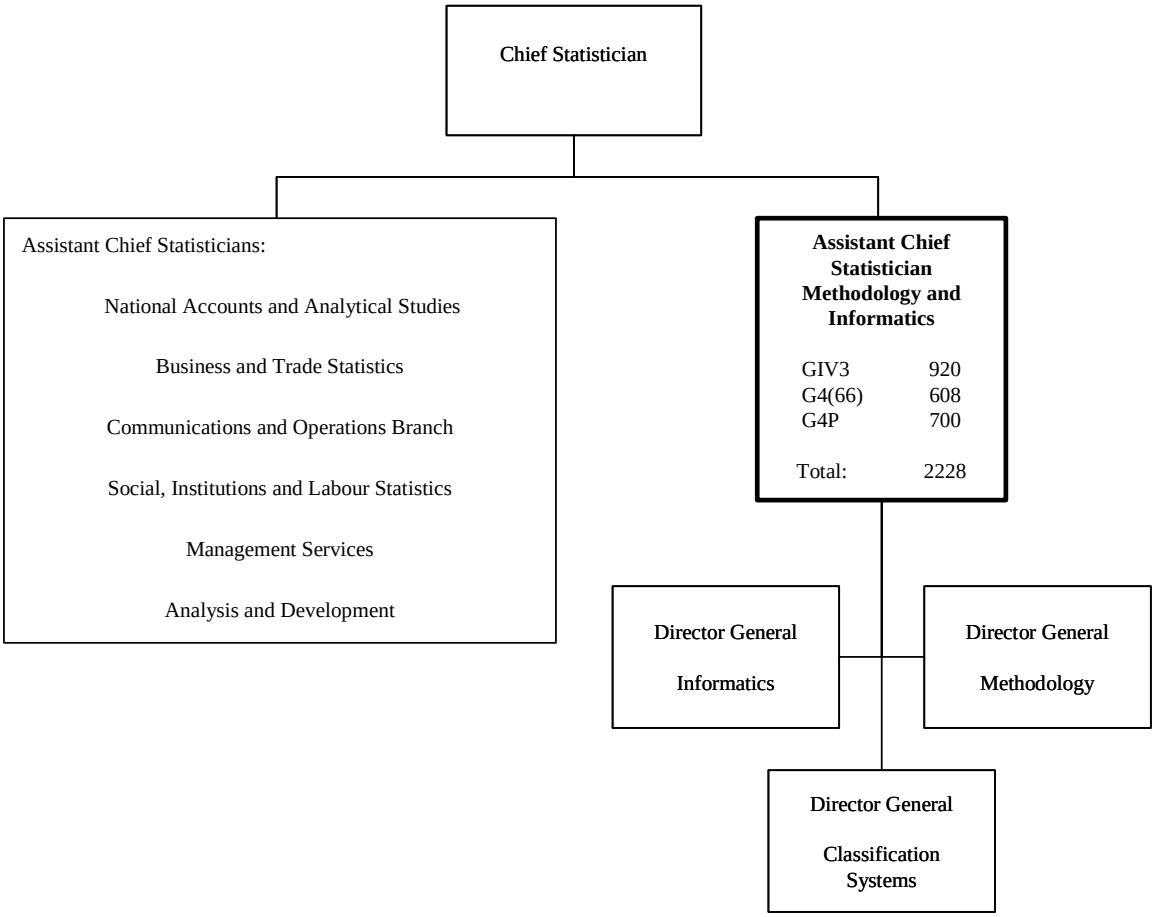
4P The position has a primary impact on the Department's methodology and data activities. The proxy selected to represent these activities is an operating budget of $13.3 million (constant) with a staff of 1,100.

700 Low number reflects the size of the proxy selected and the contribution of the function to ensuring that the agency has the appropriate methodologies and information tools to achieve its mandate.

SUMMARY

GIV3	920	G4(66)	608	G4P	700	=	2228	A1

ASSISTANT CHIEF STATISTICIAN
METHODOLOGY AND INFORMATICS
NUMBER: 9 – K – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 9-K-2

POSITION TITLE: Executive Director, Departmental Information Products / Chief Information Officer

GENERAL ACCOUNTABILITY

Is accountable for initiating, directing, integrating and managing information technology (IT) as the essential operating platform for all Department business activities and program delivery mechanisms; providing support to the Deputy Minister as Chair of the Treasury Board Secretariat Advisory Committee's Information Management Subcommittee (TIMS) by developing and leading the implementation of government-wide strategies for service enhancement to industry, business modernization and productivity improvement through Government On-Line.

ORGANIZATION STRUCTURE

This is 1 of 17 executive positions at the first managerial level reporting to the Deputy Minister. The others are Ethics Counsellor; Corporate Comptroller; Director General (DG), Communications; Assistant Deputy Minister (ADM), Industry; ADM, Operations; ADM, Spectrum, Information Technology and Telecommunications; ADM, Industry and Science Policy; ADM, Business Law; President, Communications Research Centre; President, Canadian Tourism Commission; Director, Investigation and Research; Competition Bureau; DG, Human Resources; Executive Director, Investment Partnerships Canada; Corporate Secretary; and Senior Adviser.

Specific functions reporting directly to the Executive Director, Departmental Information Products / Chief Information Officer (CIO), are as follows:

Director General, Strategic Information, (staff of 15) is responsible for continuing the evolution, development and administration of Strategis, as well as the effective planning, development and implementation of other world-class information products that have an impact on and add value to the Department's and government's services to the Canadian business community; and ensuring that strategic information resources are targeted effectively to promote competitiveness and to encourage Canadian growth in the global economy.

Director, Computing Development and Operations, (staff of 79) is responsible for analysing the information management requirements of business clients; promoting effective implementation of new information facilities and state-of-the-art local area network hardware and software; managing the Newly Upgraded Automated Network Search system; providing assistance to clients with

the acquisition of informatics professional services, hardware and software; and providing related client and user assistance.

Director General, Telecommunications Network Development and Operations, (staff of 49) is responsible for the strategic design, development and management of the Department's telecommunications network and corporate server infrastructure, systems and technologies.

Executive Director, Canada Business Service Centres (CBSCs) National Secretariat, (staff of 16) is responsible for advancing the CBSCs' mission as the primary source of government information and services for businesses and for developing, managing and operating them as a national network; fostering partnerships and collaborative service delivery frameworks and mechanisms; acting as the primary adviser to the ADM Committee of Managing Partners; and managing the Student Connection Program.

Director General, Government On-Line, (staff of 3) is responsible for providing government-wide leadership in developing and implementing integrated strategic policies, frameworks, approaches and initiatives to articulate, promote and advance the government's agenda for enhancing access for Canadians to government information and services.

NATURE AND SCOPE

The Department's mandate is to foster Canadian business development, fair and efficient markets and Canadian competitiveness and economic growth by integrating key levers of economic development; providing strategic intelligence and analysis to businesses; regulating trade; reducing internal barriers to trade; and increasing productivity and competitiveness, while protecting the interests of consumers.

One of the government's high priorities is to make Canada a world leader in developing and using an advanced information infrastructure to achieve its social and economic goals. In response to the recommendations of the Information Highway Advisory Council (IHAC), the government has committed itself to enabling Canadians to conduct business transactions with the government electronically. The Department, as the sponsor of IHAC, has a leadership role and is the model provider of electronic commerce. To lead Canadian industry in increasing productivity and competitiveness, while protecting the interests of the consumer, the Department must ensure that appropriate information is disseminated effectively to targeted groups in the Canadian business community. These objectives have become increasingly dependent on the effective use of information management and information technology (IM/IT).

In this context, the Executive Director / CIO provides corporate leadership in establishing and managing a centre of excellence dedicated to promoting and fostering effective working relationships with senior officials of international, federal, provincial and municipal governments and agencies, as well as with a wide range of senior-level contacts in the private and public sectors, in order to focus on critical aspects of program and service delivery to Canadian industry via the Internet, as part of the Government On-Line and electronic commerce initiatives. The incumbent provides leadership in establishing a climate for creative thinking and for the formulation of policies, objectives and goals that adopt new technologies and processes that keep traditional industries competitive, while launching new industries for emerging and expanding international markets.

The Executive Director / CIO identifies and develops synergies in the context of the Minister's overall mandate for a portfolio of 13 agencies and departments. Together, these organizations have an impact on economic growth and development by focussing their efforts on promoting innovation through science and technology; providing the information, advice and financing support to promote expansion; and ensuring a fair, efficient and competitive marketplace. The incumbent fosters and promotes technological advances and development opportunities that maximize the portfolio's impact on jobs and growth.

The Executive Director / CIO develops and implements a strategic framework for the optimal use of information and advanced processing tools for the transition to a knowledge-driven department. These information products include benchmarking studies and databases, analyses of markets, trade and investment, technology and innovation, and industrial research. The incumbent directs the provision of infrastructure and support services required to effectively deliver new ways of interacting with clients through information technology; streamlining of management practices; renewing and revitalizing of a multidisciplinary, highly trained workforce; communicating what the Department does; and encouraging the highest standard of public service.

A major challenge for the Executive / CIO is to build communications links with a broad constituency, while ensuring that infrastructure developments are integrated, that there is no unplanned duplication, and that technology transfer is efficient and timely. The incumbent must ensure a high degree of satisfaction in meeting the requirements of a broad and diverse client base for communications, information technology and strategic information products. He or she must develop and integrate suitable strategies, plans and a responsive organization to deliver results to a growing client base, to expand Canada's intellectual resources and to advance a knowledge-based economy. The position has an impact not only on the exchange of information with the Canadian business community but also on the way that community does business.

The Executive Director / CIO leads the electronic commerce initiative, which has greater potential to transform the Department's value-added services than do on-line information services. The Strategis Web site contains an organized and

integrated suite of information products and services reflecting all aspects of the Department's mandate, including industry, technology management, innovation and marketplace services. It contains millions of documents, making it the largest business Web site in the country, and is accessed daily by thousands of clients worldwide. The incumbent must have a strategic vision to expand its potential, improve its content, cultivate partnerships and expand the client base.

The CBSCs are a channel for meeting the needs of small businesses that require walk-in or dial-up service, and they support and complement Strategis. CBSCs are located in every province, and the number of points of service is continuously expanding, in conjunction with partners. The Executive Director / CIO designs and maintains information support systems for the CBSCs, such as databases, communications paths and technology, upon which the system rests.

The generation of revenue presents a number of challenges to the Executive Director / CIO in that he or she must ensure the development of unique and specialized products, the continued evolution of existing world-class strategic information products and the strategy for marketing all products and technology services of the Department to existing and prospective clients. The incumbent must take a new risk-sharing approach by investing in technology through partnerships with the private sector and, at the same time, exercise the two-way exchange of information provided under global information dissemination with professional associations, academics and governments. The incumbent negotiates access for Canadian companies to United States' industrial and trade information and meets with foreign representatives interested in using the Department's information systems, such as NUANS and dISTCovery.

The Executive Director / CIO must explore opportunities to develop and implement new technology strategies and approaches to standards and security practices; to advance and represent the interests of the Department in these matters; and to assure the public of their privacy. The incumbent directs the development and implementation of emergency and business resumption plans to ensure that the Department's information systems will continue to operate during emergencies. The incumbent also directs the development of an IT security plan that ensures the integrity of information and access to Internet sites through internal checks and provisions developed for public safety and privacy and for preventing the dissemination of flawed information.

The Executive Director / CIO supports the Deputy Minister as Chair of TIMS in handling government-wide IM/IT issues and is called upon to chair interdepartmental and government–industry technology-related steering committees. As such, and in his or her capacity as a government leader for Government On-Line, the incumbent influences the future directions and use of information technology in the federal government by providing leadership on information management issues, and assists other departmental committees in enhancing and standardizing the information environment to ensure an integrated corporate approach to information management.

DIMENSIONS (Constant Dollars)

	Sector	Department
FTEs:	164 (plus 110 Contractors)	4,600
Operating budget:	$7.7 million	$170 million

SPECIFIC ACCOUNTABILITIES

1. Provides corporate leadership in developing and implementing IM/IT strategies, systems and programs as the essential operational platform for departmental program and service delivery, and ensures its effective and uninterrupted operation through emergency and business resumption planning.

2. Provides leadership in supporting the Department's efforts in enhancing the relevance and accessibility of the Department's knowledge base for Canadian business, and spearheads the departmental marketplace delivery mechanisms through electronic commerce.

3. Designs, develops and implements an integrated IM/IT approach and product networking across the portfolio of the 13 departments and agencies for which the Minister is responsible.

4. Ensures the integrity, security and privacy of all information, systems, technology and statistical data in the world-class departmental information products, consistently improving the interfacing capabilities, enabling advanced interactive client services, easier and friendlier navigation and complete information.

5. Manages a focussed marketing strategy, seeking client feedback and expansion of the client base with visionary intent for revenue generation.

6. Leads Government On-Line initiatives to develop and implement improved information and service delivery to Canadian industry and the public.

7. Supports the Deputy Minister in the TIMS, and, when called upon, chairs interdepartmental and government–industry technology-related steering committees.

EVALUATION RATIONALE

Executive Director, Department Information Products / Chief Information Officer

KNOW-HOW

G Mastery of IM/IT theories, principles and techniques, IT infrastructure trends and its potential for fulfilling the e-government and departmental business mandates; thorough knowledge and understanding of the programs, activities and strategic vision of the industry portfolio, other levels government and the business community to determine the reciprocal implications of the demands to enable service delivery.

IV Direction of the design, integration, operation and upgrading of the IM/IT function as an essential platform for all Department business activity and program delivery mechanisms.

3 High level of human relations skills is required to manage a multi-fora process and to support the Deputy Minister in his or her capacity as Chair of TIMS.

920 Mid-range number reflects the depth of specialized subject matter knowledge and the breadth of program knowledge required to incorporate a portfolio in an environment influenced by the roles, policies and services of all departments and agencies at all levels of government, along with the service needs of clients, including individual citizens, small and medium-sized businesses, large corporations and public and para-public organizations.

PROBLEM SOLVING / THINKING

G Positioned at the leading edge of technology, plays a crucial role in government priorities and departmental program and service delivery and input on strategic policy and planning.

4 Evaluative and constructive thinking is required to direct the activities of the departmental IM/IT organization to implement groundbreaking, innovative approaches to service delivery, and to meet the challenges of accommodating the priorities and concerns of three levels of government.

(66) 608 High percentage reflects the pull to uncharted thinking for the requirement to identify innovative directions for the effective use of IT in support of departmental objectives in such areas as Government On-Line (three levels of government), e—commerce, connectedness and Alternative Service Delivery (such as CBSCs).

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, from whom only general guidance is received, has Department-wide responsibility for providing strategic direction and management to the activities of departmental information products and delivery mechanisms.

3P Primary impact on all activities of the Sector with a budget of $7.7 million (constant) and a strong contributory influence on the delivery of departmental programs and services, as represented by an operating budget of $170 million (constant).

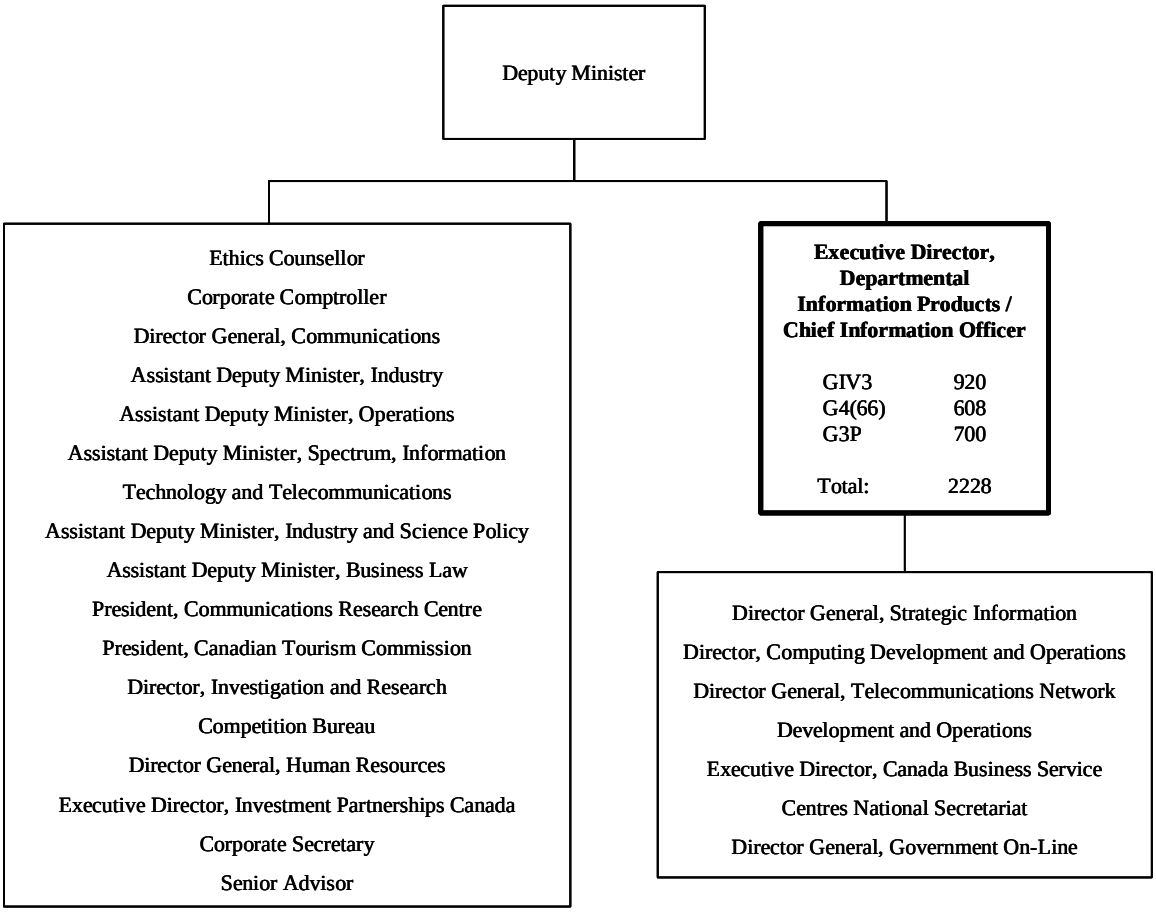
700 High number reflects the size of the budget and the significant influence on the design and operation of program and service delivery mechanisms, both of the Department and other government departments and agencies, under the Government On-Line initiative.

SUMMARY

GIV3	920	G4(66)	608	G3P	700	=	2228	A1

EXECUTIVE DIRECTOR
DEPARTMENTAL INFORMATION PRODUCTS / CHIEF INFORMATION OFFICER

NUMBER: 9 – K – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-K-1

POSITION TITLE: Director General, Informatics

GENERAL ACCOUNTABILITY

Is accountable for ensuring that informatics remains a key component of the Agency's and the government's statistical infrastructure; leading the development and implementation of the Agency's informatics strategies, plans and policies; and ensuring the provision of a full range of informatics services to the Agency, including the management of a large data processing centre and an extensive electronic communications network.

ORGANIZATION STRUCTURE

This is one of three positions at the second managerial level reporting to the Assistant Chief Statistician, Informatics and Methodology. The other two are the Director General, Classification Systems; and the Director General, Methodology.

Specific functions of the positions reporting directly to the Director General, Informatics, are as follows:

Director, Systems Development, (staff of 175–200) is responsible for directing the planning, design, development and maintenance of informatics applications and systems in support of Agency programs; the acquisition, development and maintenance of a professional capacity in systems methodology, systems analysis and programming; and the provision of professional advice and direction on the evolution of Agency systems and related methods of work.

Director, Informatics Technology Services Division, (staff of 150–170) directs the development, delivery and maintenance of informatics services comprising mainframe and data communications services, as well as technical and consultative support services, across a variety of platforms to facilitate secure, cost-effective and efficient end-user computing; and manages the development and delivery of comprehensive IT training and IT security programs.

NATURE AND SCOPE

The Directorate is directly responsible for corporately managed shared information resources in the Agency—a function that is at the core of the Agency's mandate. It is in this context that the Director General provides professional and managerial leadership for the centralized management of several hundred dissimilar systems ranging from one of the country's largest applications

(census) to sophisticated interactive modelling for over 1,000 concurrent users. The incumbent is responsible for ensuring that the Agency has the capacity for the storage and accessible maintenance of the data holdings of Canada's central statistical office.

The Director General oversees the creation of a user-friendly environment for secure, cost-effective and efficient automation and the development of statistical analyses. The incumbent is responsible for planning electronic data dissemination strategy; developing general processing systems based on advanced statistical methodology of data editing and data collection; and overseeing the effective development and management of statistical analysis packages, ensuring that their interface with the databases is maintained and that database management systems are suitable for statistical file manipulations. The incumbent directs the planning and management of hardware and communication systems encompassing some of the government's largest processors, as well as numerous connected and stand-alone mini- and microcomputers, including the government's most advanced geo-cartographic centre.

The Director General leads the planning, management and delivery of informatics services for the Agency in an environment that is characterized by rapidly changing and evolving computer hardware and software technology; reduced budgets; increased demand for services; evolving workplace behaviours and changing values in human resources management; and new and complex policies, regulations and procedures relative to information technology, financial audit, official languages, security, privacy, freedom of information, respondent burden and regionalization.

The Director General faces the continual challenge of having to introduce and maintain new hardware and software tools; provide consultation, training, microcomputer, communications and security services; and develop system applications that support and advance the achievement of the Agency's objectives in a timely, economical fashion. Meeting this challenge requires the incumbent to balance the need for corporate standards and consistency across programs with the pressure to maximize efficiency within individual programs.

The Director General is expected to devise a strategy for the conceptual and selective physical integration of departmental databases, their storage and protection, their documentation and their accessibility through the electronic communications network. This represents a complete conceptual integration of the vast and varied data holdings required to advance the Agency's substantive analytical initiatives. The incumbent must ensure that the strategy addresses the issue of access to desegregated data for internal staff and to aggregated data for external users—all the time ensuring compliance with the confidentiality provisions of the Statistics Act.

The Director General, as the senior informatics manager, has authority over informatics activities for the Agency as regards planning, policies, standards, evaluation, acquisition of goods and services, research, training, contracting, security, and liaison with central agencies to ensure that the Agency's total informatics expenditures are made in a planned and reasonable fashion. The incumbent is responsible for ensuring that information processing contributes to the efficiency and effectiveness of the entire Agency, the timeliness of its output, and the ease with which users can access statistics, particularly special user-requested tabulations and data in machine-readable form. In meeting this challenge, the incumbent is called upon to develop and implement innovative applications of informatics by exploiting underlying methodological similarities of survey processes and office automation in order to increase operational efficiency and improve processes, data quality and coherence, and employee productivity and satisfaction.

The incumbent co-chairs the Agency's Informatics Committee—the management body that recommends corporate policy and determines corporate informatics standards. In this role, the incumbent has prime responsibility for foreseeing and identifying issues that require common corporate policies or standards, developing those policies and standards, and building a consensus across the Agency in support of them.

Within the Agency, the Director General is in frequent contact with the Chief Statistician, the Deputy Chief Statistician, the Assistant Chief Statisticians and the Directors General to resolve major issues, to assess how the future direction of the Agency can best be supported by information management / information technology (IM/IT) and to discuss more efficient ways of handling data. The incumbent is the official contact with central agencies on informatics. The Director General also has frequent contact with suppliers of goods and services to keep abreast of technological change and to negotiate the acquisition of equipment and services.

As a member of senior management committees, the Director General participates in the establishment of program objectives, the elaboration of strategic and long-term operational plans, the monitoring of progress against objectives, the resolution of problems and the evaluation of program effectiveness.

The Director General establishes and maintains contacts with the academic community and officials of other statistical agencies, such as those in the United Kingdom, the United States and Australia, through letters, exchanges of technical material, visits and attendance at international conferences. The incumbent represents the Agency at international meetings, such as those of the United Nations, the Organisation for Economic Cooperation and Development, and the Conference of European Statisticians. These meetings cover a wide range of subjects, such as statistical metadata, the management of statistical information technology, and the use of informatics in support of statistical programs.

These contacts are of great importance to the Agency and contribute significantly to maintaining credibility with both data users and respondents.

DIMENSIONS (Constant Dollars)

FTEs:	350
Operating budget:	$5.38 million
Annual Agency informatics costs:	$9.25 million

SPECIFIC ACCOUNTABILITIES

1. Provides leadership, direction, coordination, control and support to the total departmental informatics program.

2. Advises the Assistant Chief Statistician and the Policy Committee on all matters relating to the use of informatics to support the achievement of the Agency's goals and objectives.

3. Co-chairs the Agency's Informatics Committee and leads the conception, development and implementation of corporate policies and standards that contribute to the efficiency and effectiveness of Agency operations.

4. Provides direction in the development and implementation of innovative office automation processes and technologies to increase the efficiency and productivity of management functions.

5. Reviews and evaluates periodically the Department's informatics activities to ensure compliance with Agency plans and objectives, and efficient and effective use of this service.

6. Establishes organizational goals and objectives, assigns specific organizational responsibilities to subordinates and assesses their performance.

EVALUATION RATIONALE

Director General, Informatics

KNOW-HOW

G Mastery of computer systems design, programming, analysis and testing of the operation of large-scale IM/IT systems; mastery of planning, acquisition and management of electronic data management, storage and processing systems, as well as office automation software, hardware and systems; and in-depth knowledge of the Statistics Act, Agency programs and operations.

III Operational and conceptual management of data management and processing policies, standards, procedures, facilities, equipment and personnel.

3 Successful achievement of objectives requires dealing with senior managers in the Agency, those in central agencies and those in supplier organizations to integrate innovative approaches to data management and processing.

700 Mid-range number reflects mastery of computer systems and operational management of IM/IT facilities that provide the infrastructure for Agency operations.

PROBLEM SOLVING / THINKING

F Thinking within Agency strategic objectives, priorities and operational goals.

4 Analytical and constructive thinking is required in dealing with a broad range of conceptual, technical and management issues having major impacts on the budget and the Agency's mode of operating.

(57) 400 Higher percentage reflects the thinking challenge associated with developing innovative solutions in data management to enhance the Agency's capacity to provide cost-effective services to Canadians.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Chief Statistician, Informatics and Methodology, is subject only to general guidance in the economic, efficient and effective management of a very large data management and processing centre that provides specialized services.

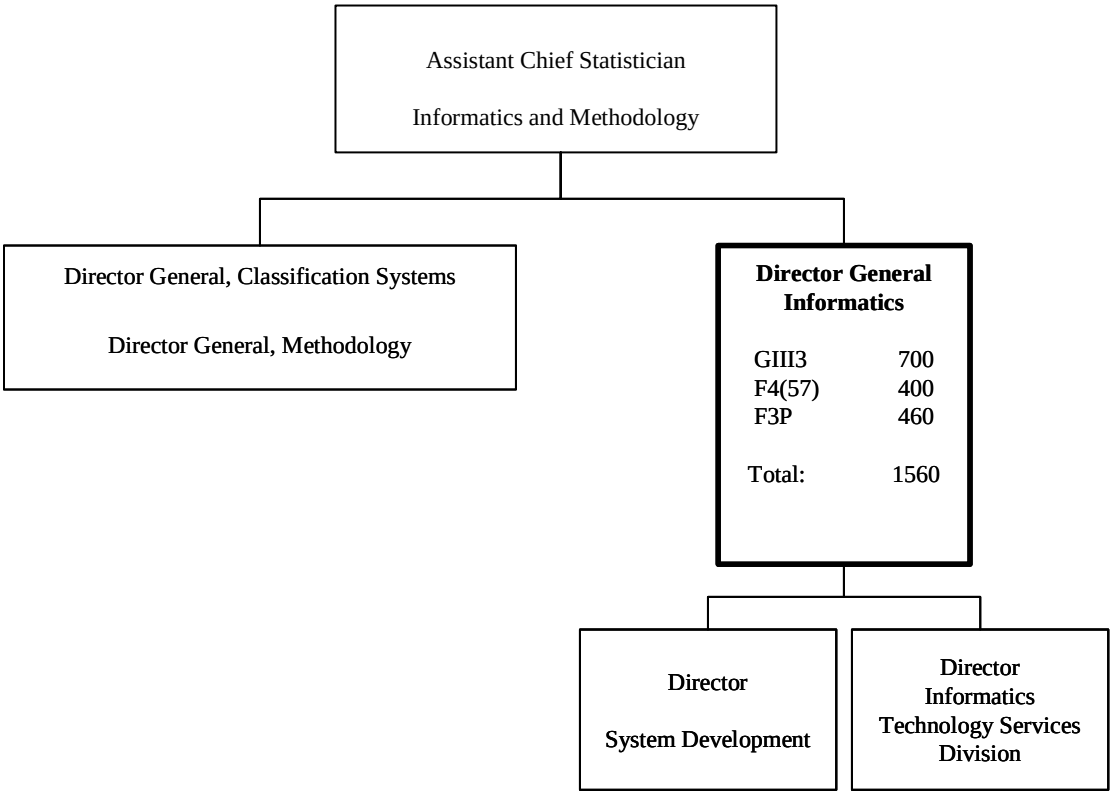
3P The position has a primary impact on Branch activities and a perceptible impact on the Agency's data management activities. The proxy selected to represent these activities is an annual budget of $5.38 million (constant) and the annual Agency data management and processing costs of $9.23 million (constant).

460 High number reflects the scope of the contribution that the position makes to the achievement of the Agency's mandate.

SUMMARY

GIII3	700	F4(57)	400	F3P	460	=	1560	A1

DIRECTOR GENERAL
INFORMATICS
NUMBER: 7 – K – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-K-2

POSITION TITLE: Director General, Information Management and Technologies, and Chief Information Officer

GENERAL ACCOUNTABILITY

Is accountable, as the Department's Chief Information Officer (CIO), for the entire range of responsibilities related to information management (IM), systems and technologies in the Department, encompassing the development and the implementation of corporate policies, strategies and initiatives for the modernization, integration and enhancement of departmental information technologies, holdings and information-based resources.

ORGANIZATION STRUCTURE

This is one of nine executive positions at the second managerial level reporting to the Assistant Deputy Minister, Centralized Service Delivery and Corporate Services. The others are Director General, Finance; Director General, Departmental Delivery Network; Director General, Administration and Security; and Director, Modern Management Office.

Specific functions reporting to the Director General, Information Management and Technologies, and CIO, are as follows:

Director, Information Management, (staff of 55) is responsible for establishing and maintaining an integrated infrastructure to support the Department's information requirements; managing the Department's primary records (including electronic, paper and microfilm records, and library holding and operational publications); designing and managing inventories of all departmental forms and kits; managing the migration and modernization of primary information holdings to an electronic environment; and managing the Department's Intranet and technical support for its Internet Web sites.

Director, Business Systems, (staff of 38) is responsible for the development, maintenance and enhancement of advanced automated systems to meet the Department's program delivery needs (both domestically and internationally) and to support service enhancement, business modernization, re-engineering and productivity improvement through the use of information technology.

Director, Corporate Systems, (staff of 55) is responsible for the architectural design and business modelling, development, implementation, enhancement, testing, integration and maintenance of corporate automated systems, including secure and enforcement-related systems; the integration of informatics technology

with corporate business activities to support program operations across the Department; the administration of data and database requirements for all departmental applications; and the development and support of departmental Government On-Line systems.

Director, Corporate Architecture, (staff of 7) is responsible for the development, promulgation and maintenance of corporate information technology (IT) architecture, migration plans and supporting infrastructures; the provision of advice to senior management on IT architecture to guide information technology investment and expenditure plans and departmental business re-engineering through innovative use of technology; and the provision of the Department's views and input to central-agency technology standards and government-wide technology architecture.

Director, Computer Operations, (staff of 118) is responsible for the management, operation, testing, implementation and security of the Department's national and international computing systems and communication networks; for supporting all automated systems; and providing direction to network and systems specialists across the Department.

Director, Systems Planning and Management Services, (staff of 14) is responsible for the development and implementation of a governance framework for IT decision making; development of the Department's IM strategy and plan; development and promulgation of a project management framework; coordination and tracking of IM/IT initiatives; preparation and monitoring of the Branch budget; and coordination and management of the Branch's human resources, accommodation and internal communication activities.

Executive Director, Global Case Management System (GCMS), (staff of 42) is responsible for designing, developing and implementing the 5-year GCMS project, which is intended to replace many of the existing legacy systems with a highly integrated case management system; and for the provision of oversight, guardianship and management of all IM/IT program delivery functions associated with the GCMS program and products.

NATURE AND SCOPE

The Department provides the focal point for the government's priorities and agenda with regard to the accession to Canadian citizenship of people from the pool of immigrant and refugee applicants around the world and for dealing with those who do not respect departmental legislation and regulations. The Department has a presence in a number of missions abroad, as well as immigration offices in Canada, for the selection, processing and control of immigrants and refugees.

The Information Management and Technologies Branch is responsible for planning, directing and controlling all of the Department's information-based resources; and ensuring the delivery of effective information systems and technology solutions, both in the Department and externally, in partnership with a large number of client organizations, in order to provide the means for the Department to fundamentally change and continuously improve its capacity to develop policies to meet corporate goals and to deliver programs and services.

It is in this context that the Director General, Information Management and Technologies, and CIO, directs the development and implementation of IM/IT policies, standards and procedures for the Department and the delivery of IM/IT services at all of the Department's sites, both in Canada and abroad. As the Department's CIO, the incumbent is responsible for ensuring that all departmental IM/IT plans, procedures and architectures are consistent with the government's priorities and directions for the management of those functions. The incumbent is also responsible for the telecommunications infrastructure in the Department and the provision of voice and data telecommunications equipment and services in the Department.

The Director General / CIO is called upon to develop and implement the strategic and operational frameworks to guide the Department in maximizing its investment in information technologies and improving the delivery of services provided to clients. The incumbent is expected to provide the strategic advice and guidance needed to identify common needs, develop professional standards and policies, and ensure a consistent and integrated approach to the acquisition and maintenance of departmental systems, with the goal of developing, implementing and maintaining a streamlined and restructured IM/IT function. The major challenge facing the incumbent is to provide the leading-edge technology required to support renewal initiatives, because improved technology is the key to their success. An ongoing challenge for the incumbent is to integrate the different information systems into a common departmental platform in order to maximize the Department's major investment in IT, streamline departmental business processes and eliminate duplication in the acquisition and maintenance of hardware and software throughout the Department.

The Director General / CIO provides the complete range of strategic and life-cycle technological support, including needs analysis, costing, design, development, maintenance and upgrading for all departmental systems. This responsibility involves the incumbent in working with senior managers across the Department to develop and implement information management strategies to advance the process of work redesign and organizational development by promoting advanced technological solutions to administrative, technical and operational problems encountered by managers in Canada and abroad. This is a significant challenge in that the incumbent directs the design, development and administration of the systems used at all of the Department's offices abroad to support immigration processing, the systems used at all of the Department's

offices in Canada to support immigration settlement and case processing, and all of the Department's corporate resource planning and reporting systems.

The Director General / CIO leads the development of a proactive, integrated approach to IM/IT, ensuring that opportunities for common business applications in the Department are identified and implemented. The incumbent leads a client-centred consultative process to ensure that the interests and concerns of users are incorporated into IM/IT planning, and to guide the implementation and enhancement of program and corporate information systems.

The Director General / CIO establishes the strategic direction for and designs and conducts research and development activities into the latest changes in information technology. The incumbent is called upon to identify and assess the applicability of these advances to the Department. He or she is responsible for developing and implementing strategies for maintaining the high quality of the Department's IT staff through the recruitment of individuals with the requisite professional knowledge and skills and through the training and development of individuals to deal with rapidly evolving technological changes and the changing IT needs of the Department.

The Director General / CIO is called upon to represent the Department's IM/IT priorities, interests and concerns to the government's Chief Information Officer in order to investigate, evaluate and adopt common administrative and telecommunications systems, and to identify and recommend joint initiatives with other departments in the context of federal IM/IT streamlining initiatives. This role involves combining state-of-the art knowledge of IT advances with a focus on client needs and impacts on the stewardship of government IM/IT resources.

The Director General / CIO chairs the Department's Information Management Committee and, as a member of numerous departmental senior management committees, such as the Executive Staff Meeting, the Department Management Retreat, the Executive Committee, and the Policy and Operations Committee, contributes to the development of departmental objectives, policies, initiatives and operational plans. The incumbent is in frequent contact with the committee that reviews and interprets federal policies governing IM/IT. The Director General / CIO is accountable for supporting the complex financial and administrative systems that are essential to assisting management in decision making.

DIMENSIONS (Constant Dollars)

FTEs:	344
Operating budget:	$8.6 million

SPECIFIC ACCOUNTABILITIES

1. Provides corporate leadership in the development of the Department's annual information management strategy, manages related consultative and planning cycles, and directs the implementation of the approved plans, all critical to the successful implementation of the Department's renewal program.

2. Ensures that senior departmental managers are provided with expert professional advice and guidance on investment issues related to the acquisition, development and maintenance of IT.

3. Maximizes the Department's investment in IM/IT by developing and directing the implementation of conceptual frameworks and strategies in order to manage IM/IT as corporate resources and provide key support for business process re-engineering initiatives.

4. Directs the development of the policy frameworks and professional standards governing IM/IT.

5. Plans and directs the research and development, client consultative process, design, development, implementation, maintenance and upgrading of all departmental program and corporate management information systems.

6. Plans and directs the development of a corporate telecommunications strategy and monitors its implementation.

7. Ensures that the interests and concerns of the Department are represented and defended in the development of government-wide IM/IT policies and initiatives.

EVALUATION RATIONALE

Director General, Information Management and Technologies, and Chief Information Officer

KNOW-HOW

G Mastery of policies, priorities, practices and processes governing IM/IT in the Public Service, and the Department's policy and program strategies, priorities and operations; in-depth professional knowledge of the interrelationships between IM/IT and the delivery of the Department's programs and services nationally and internationally, as well as the Department's renewal agenda; professional knowledge of the resource planning, management and reporting policies and processes prevalent in the Public Service.

III Provides conceptual and operational leadership for the formulation of plans and policies for the cost-effective delivery of client-focussed IM/IT services to the Department; and manages the Department's participation in government-wide initiatives to reduce costs and improve productivity through IM/IT initiatives.

3 Successful achievement of objectives requires the incumbent to advise senior management on strategies to facilitate modernization and re-engineering of departmental business processes, to interact with the government IM/IT community, and to manage a large subordinate structure.

700 Mid-range number reflects the solid level of expertise required to lead the development and delivery of IM/IT policies, plans and services that are integrated into the delivery of the Department's national and international programs and services.

PROBLEM SOLVING / THINKING

F Thinking within broadly defined policies and program objectives for the cost-effective management of IM/IT programs and the development of IM/IT policies, plans and strategies to advance the Department's business re-engineering processes.

4 Evaluative and constructive thinking is required to establish strategic objectives, plans and processes to support the Department's investment in IM/IT.

(57) 400 Higher percentage reflects the requirement to manage the development of cost-effective strategies, plans and processes to introduce and sustain leading-edge technologies in support of the business planning, operations and renewal agenda.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Centralized Service Delivery and Corporate Services, the position ensures that the Department has a coherent policy direction for managing IM/IT investment and resources.

3P The position has effective control over all activities undertaken by the Branch. The proxy used to represent these activities is an operating budget of $8.6 million (constant).

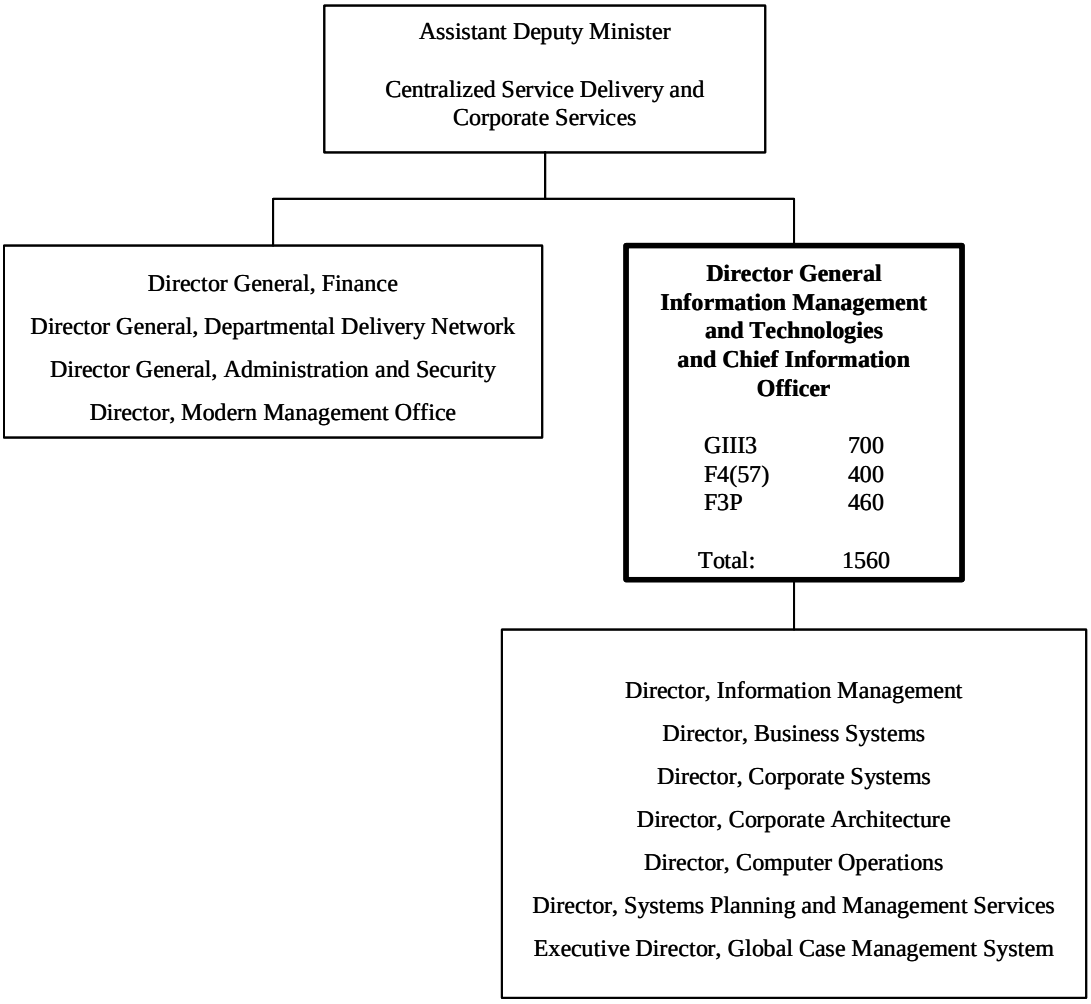
460 High number reflects the higher-range value of the operating budget, as well as the critical involvement of the IM/IT program in the Department's renewal agenda and technological delivery mechanisms at all locations in Canada and abroad.

SUMMARY

GIII3	700	F4(57)	400	F3P	460	=	1560	A1

DIRECTOR GENERAL
INFORMATION MANAGEMENT AND TECHNOLOGIES, AND CHIEF INFORMATION OFFICER

NUMBER: 7 – K – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-K-1

POSITION TITLE: Director General, e-Government

GENERAL ACCOUNTABILITY

Is accountable for providing oversight and corporate leadership in the strategic planning, implementation and management of departmental activities involving the use of evolving information technologies in order to improve service delivery, enhance productivity and develop renewed relationships with Canadians and Canadian industry.

ORGANIZATION STRUCTURE

This is one of five executive positions reporting at the second managerial level to the Chief Information Officer. The others are Director General, Information Management and Business Services; Director General, Client Services; Director General, Infrastructure Services; and Executive Director, Canada Business Service Centre.

Specific functions of the positions reporting to the Director General, e-Government, are as follows:

Director, Strategic Policy, (staff of *7*) is responsible for directing the development of e-government policies, frameworks, governance structures, programs and strategies that articulate, promote and advance the government's use of the Internet and other information technologies; directing research and analysis of trends and developments in the field of electronic service delivery (ESD); managing the business portal, which integrates federal business information and services with those of other levels of government and the private sector; consulting and negotiating with key departments, central agencies, provincial governments and other partners involved in developing integrated Internet sites; and directing the development and implementation of the Department's communication strategies related to e-government initiatives.

Director, Government On-Line (GOL) Projects, (staff of 6) is responsible for directing the development and implementation of the departmental GOL plan to ensure that the Department is strategically positioned within the broader government-wide priorities; providing leadership and developing partnerships with all sectors of the Department; establishing the framework and providing the tools to guide the sectors in identifying opportunities for ESD and e-government; and monitoring progress and reporting to the Treasury Board on the Department's progress in implementing these initiatives.

NATURE AND SCOPE

The Department plays a significant role in fostering Canadian business development and competitiveness, and fair and efficient markets. In collaboration with its partners and other stakeholders, the Department works to establish a climate conducive to economic growth and job creation in Canada, by focussing on the following strategic objectives: improving Canada's innovation performance and the transition to a knowledge-based economy; making Canada the most connected nation in the world; improving conditions for investment; and building a fair, efficient and competitive Canadian marketplace.

It is in this context that the Director General develops and implements a strategic framework for ESD within the Department that includes an accountability regime and related monitoring mechanisms. The incumbent is responsible for articulating and implementing the Department's strategic vision, policies, and business objectives in order to ensure that it can meet its GOL commitments.

The Director General establishes and manages a centre of excellence dedicated to identifying and promoting best practices in ESD. The incumbent plays a corporate leadership role to ensure that new approaches to service delivery, partnership and client-interface models, business transformation and the smart use of information technologies are implemented in the Department in order to improve and modernize how it does business with its stakeholders. In this context, the incumbent is also responsible for planning and overseeing the necessary consultations to identify capabilities and issues, finding solutions to horizontal issues, and developing an early warning system and other mechanisms to ensure that the Department meets its e-government commitments.

As a representative of one of three lead departments for the GOL initiative, the Director General is responsible for providing government-wide leadership and authoritative advice to other government departments and central agencies on a wide variety of e-government issues to help them reduce their e-government costs, and make their information holdings and services more accessible to Canadians.

The Director General is responsible for identifying potential synergies between the federal, provincial, territorial and municipal governments' Internet and related ESD initiatives. The incumbent also proposes and implements strategies for strengthening inter-jurisdictional partnerships through shared goals, targets, pilot projects and better integration of information sites and service delivery.

The Director General is responsible for promoting a shared vision of governments as model users, and for encouraging the development of new partnership models that engage the private sector in both systems development and service delivery, in order to promote innovation and the positioning of the Canadian information technology industry in the global marketplace.

Within the federal government, the Director General must work to develop a vision for the Department that integrates departmental and government objectives and the conflicting interests and objectives of partners and stakeholders, both within and outside government. The incumbent must also influence the federal vision, strategy and direction to ensure that the Department's objectives can be met. This responsibility requires the incumbent to anticipate changes and to build and adapt a departmental strategy that can accommodate change.

The Director General must foster and maintain effective working relationships with senior officials of international, federal, provincial and municipal governments and agencies, as well as a wide range of contacts at senior levels in the private sector, in order to build consensus and take action on the critical business aspects of the delivery of government programs and services via the Internet and related technologies.

The Director General chairs and/or represents the Department on interdepartmental committees and working groups, such as the Treasury Board Secretariat's ESD Committee, the joint federal-provincial committee and the Canada Ontario Business Registration Authentication Working Group, where he or she provides advice and guidance, defends the Department's position and develops policy recommendations to address issues and to support the advancement of shared e-government initiatives.

DIMENSIONS (Constant Dollars)

FTEs:	15
Operating budget:	$266,000
Federal investment in information management / information technology (IM/IT):	$830 million

SPECIFIC ACCOUNTABILITIES

1. Provides corporate leadership at the departmental and interdepartmental levels and with other levels of government in developing and implementing strategies, approaches and initiatives to enhance federal, provincial and municipal government capacity to cooperate in the electronic provision of services and programs to Canadians.

2. Actively promotes the adoption of e-commerce in the private sector in order to support Canadian economic development and international competitiveness.

3. Leads the development and implementation of departmental strategies, approaches and initiatives to promote innovation and the positioning of Canadian industry for trade opportunities through the electronic delivery of government programs and services.

4. Advocates for the interests of sector industries and other stakeholders with other government departments and federal and provincial agencies to ensure the acceptance and implementation of policy and program developments affecting the delivery of e-commerce programs and services.

5. Chairs and represents the interests of the Department at interdepartmental committees and working groups in order to influence the direction and vision of the electronic delivery of federal programs and services to Canadians in a way that will support government priorities and satisfy departmental objectives.

6. Maintains effective working relationships with senior executives of federal and provincial governments, and industry and industry associations to keep abreast of trends and technological developments and identify opportunities to advance and promote cooperative electronic service and program delivery by governments.

EVALUATION RATIONALE

Director General, e-Government

KNOW-HOW

F The work requires an extensive knowledge of all aspects of the concepts, theories, techniques and policies related to e-government and GOL; in-depth knowledge of issues and participants at other levels of government and in the private sector; extensive knowledge of advances in e-commerce technology and telecommunications; and extensive experience in policy research and development involving the direction of the electronic delivery of government-wide services and programs.

III Operational coordination, promotion and guidance of a strategic government business initiative that affects the federal, provincial, territorial and municipal levels of government, as well as the private sector.

3 Successful achievement of objectives requires motivating key stakeholder groups; developing effective relationships; and consulting and being persuasive with numerous stakeholder departments, other levels of government, central agencies and private sector organizations to achieve stated objectives.

608 Higher number indicates the knowledge, skill and expertise required to manage the Directorate and influence the government-wide evolution of e-government at the policy level.

PROBLEM SOLVING / THINKING

F Thinking within a general frame of reference of legislative and government-wide directions from the Treasury Board Secretariat, the Privy Council Office and the Department in planning and developing strategies, policies and initiatives dealing with e-government and on-line matters.

4 Analytical and constructive thinking are required in interpreting and solving problems, and developing policies and proposing policy amendments necessary for developing responsive government service-delivery objectives and policies.

(57) 350 Higher percentage indicates the government-wide context of the strategies, policies and initiatives, the complexity of situations, and the need to reconcile divergent interests across various levels of government and a wide variety of stakeholders.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Chief Information Officer, acts within departmental and government-wide functional policies and goals, under general direction, to provide recommendations on e-government and GOL policy and operational matters affecting the federal, provincial, territorial and municipal levels of government, as well as the private IM/IT sector.

5I The position has an indirect impact on the GOL program. The proxy selected to represent the program is $830 million (constant) in IM/IT-related costs.

350 High number reflects the magnitude of federal government investment in IM/IT and the scope of the contribution that the position makes in a significant government-wide initiative.

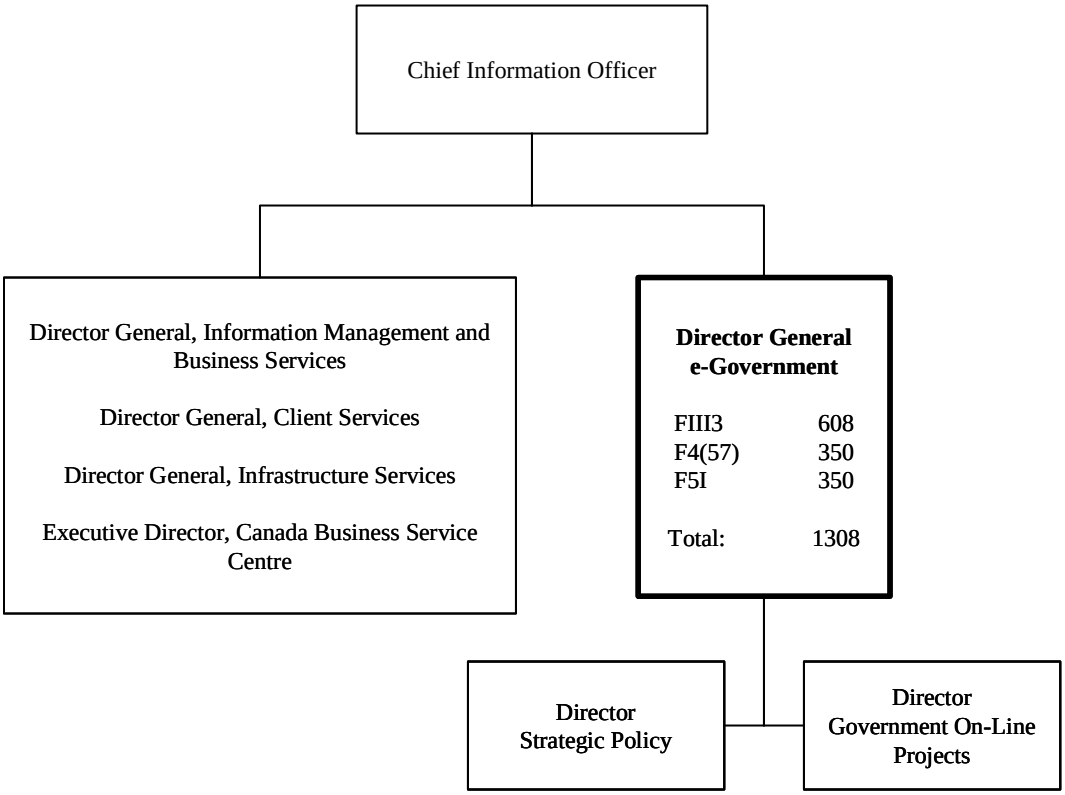
SUMMARY

FIII3	608	F4(57)	350	F5I	350	=	1308	0

DIRECTOR GENERAL

E-GOVERNMENT

NUMBER: 6–K–1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 5-K-1

POSITION TITLE: Director, Telecommunications and Spectrum Engineering and Support

GENERAL ACCOUNTABILITY

Is accountable for the management, engineering and support of telecommunications systems and services and the management of spectrum engineering activities to support the missions, operations and administration of the Department of National Defence and the Canadian Forces.

ORGANIZATION STRUCTURE

The Director, Telecommunications and Spectrum Engineering and Support, is one of eight (8) positions at the third managerial level reporting to the Director General, Information Management Operations. The others are Director, Information Management Operations Support; Director, Distributed Computing Engineering and Integration; J6 Coordination Group; Director, National Information Systems; Director, Information Management Security; Canadian Forces Information Operations Group; and Commandant of the Field Force Units.

Specific functions of the positions reporting to the Director, Telecommunications and Spectrum Engineering and Support, are as follows:

Section Head, Network and Leased Facilities, (staff of 46) is responsible for the life-cycle management of voice, video and data networks and for providing access to national command and control information systems in deployed areas.

Section Head, Radio and Space Systems, (staff of 17) is responsible for the life-cycle management of all of the Department's non-tactical radio systems, the Search and Rescue Satellite Aided Tracking system and associated projects.

Section Head, Systems Engineering, (staff of 49) is responsible for the strategic copper and fibre optic telecommunication and secure strategic information technology systems and for information technology security. In addition, is responsible for the Canadian Forces Crypto Maintenance Unit.

Section Head, Spectrum Management, (staff of 8) is responsible for securing and managing frequency assignments and resolving interference problems.

Section Head, Satcom Services Management, (staff of 6) is responsible for satellite services (military and civilian) and morale-boosting calling services provided to deployed operations.

Section Head, Intranet and Internet Services Management, (staff of 12) is responsible for the Web content services (WCS), Web hosting services (WHS) and the Internet backbone services provided by the General Purpose Network.

NATURE AND SCOPE

The Department and the Canadian Forces are responsible for defending Canada, its interests and its values, while contributing to international peace and security. The Canadian Forces are called upon to fill three major roles: protecting Canada, defending North America in cooperation with the United States of America, and contributing to peace and international security.

The Information Management Group is responsible for providing an extensive range of information management products and services to support operational and business requirements. With the exception of weapons systems, the Group is responsible for every computer, telephone, strategic communications network, networks in departmental offices on every base and station, as well as extensions to operational theatres.

Within this context, the Director, Telecommunications and Spectrum Engineering and Support, is responsible for providing data, voice, video and multimedia services to the Department and the Canadian Forces; leased facilities and services contracting support; satellite services, radio services, microwaves, antennas, and system engineering and installation; life-cycle materiel management support to cryptographic systems and telecommunications networks; and Internet/Intranet services. The Director also manages the approval and licensing process and support for frequency and spectrum services.

The Director develops and recommends telecommunications policies, programs and standards for operational readiness and ensures consistency with national and international plans and policies. The incumbent plans and recommends the delivery of programs and services, and determines and recommends the associated resource requirements to carry out these responsibilities. The Director manages the resources dedicated to the engineering and maintenance support of all Canadian Forces strategic electronic and telecommunications systems throughout their life cycle, and guides and coordinates the implementation of approved policies and programs.

The Director leads a highly technical organization in a rapidly changing technical environment, which entails significant management challenges for the incumbent. The Director must harmonize firmly held disparate opinions in a manner that engages the commitment and support of all parties. The incumbent integrates

diverse but interrelated programs and manages implementation and delivery in a manner that demonstrates both a unity of purpose and a commitment to departmental objectives.

The Director is the final authority on technical issues related to the fields for which the Directorate is responsible. The incumbent provides advice and recommendations on broader information technology plans, approaches and strategies for management consideration. Issues related to resource allocation, departmental policy or the resolution of major and contentious issues that cross the different branches and commands would be discussed and resolved with senior management.

The Director meets regularly with representatives of the other divisions and branches of the organization, central agencies, other government departments and industry in order to discuss and resolve issues that affect the information technology infrastructure and operational readiness of the organization. Discussions revolve around research and development; procurement; quality assurance issues; policies and procedures; and the need to standardize telecommunications, information technology and electronic systems and equipment.

The Director is in regular contact with national and international frequency and spectrum licensing bodies to resolve issues and concerns related to approval, licensing, engineering and support of high frequency (HF), very high frequency (VHF) and ultra high frequency (UHF) services.

The incumbent must develop and maintain close working relationships with the environmental commands in order to provide them with the required engineering and maintenance support to keep their communications and electronic facilities at established and agreed-upon states of readiness and operational effectiveness. The incumbent also maintains contact with counterparts in allied military organizations and participates in international organizations, such as the North Atlantic Treaty Organization and North American Aerospace Defence Command, to ensure the compatibility and integrity of allied communications and electronic systems.

DIMENSIONS (Constant Dollars)

FTEs – Civilian:	55
FTEs – Military:	87
Consultants:	47
Operating budget:	$16.1 million

SPECIFIC ACCOUNTABILITIES

1. Develops and recommends telecommunications policies, programs and standards for operational readiness to support departmental and Canadian Forces operations and infrastructure, while ensuring engineering integrity and appropriate management of the organization's equipment investment.

2. Manages the development, implementation and maintenance of telecommunications and spectrum systems and services to support the data, voice, video and multimedia needs and operational readiness of the organization.

3. Provides advice and support to senior management on telecommunications and spectrum engineering and related activities, and advises on the associated impact on development of the departmental and Canadian Forces information technology infrastructure plans and requirements in order to support senior management in making well-informed strategic plans and decisions.

4. Provides leadership and technical guidance to a highly technical organization with multiple specialized professional sections, each of which has critical program needs, in order to ensure the integration and delivery of harmonized facilities and services.

EVALUATION RATIONALE

Director, Telecommunications and Spectrum Engineering and Support

KNOW-HOW

F Specialized professional knowledge of the principles and practices of network management, spectrum management, telecommunications and electronic engineering, including cryptographics, radio and satellite communications, and data communications; and in-depth professional knowledge of government policies, standards and priorities and international standards and practices related to electronic infrastructure management, as well as the Department's and the Canadian Forces' strategic and operational plans and priorities.

III Conceptual and operational management of a technically diverse and highly specialized organization augmented with a significant number of contracted resources.

3 Successful achievement of objectives requires the incumbent to work effectively with a broad range of national and international communities of interest that encompass senior Department and Canadian Forces managers and commanders, and international and national organizations in order to ensure the compatibility and integrity of Canadian Forces electronic systems with those of allies.

528 Mid-range number reflects in-depth professional knowledge, coupled with a solid degree of horizontal leadership, to resolve multifaceted issues and deliver infrastructure services to support client needs.

PROBLEM SOLVING / THINKING

F Thinking within general policies and guidelines established by the federal government, the Department and allies for electronic infrastructure equipment and systems.

4 Evaluation and constructive thinking is required to determine the most cost-effective decision for the design, purchase, lease and maintenance of telecommunications, networks and spectrum services.

(50) 264 Standard percentage reflects the degree of guidance provided by general policy guidelines of the Department and allies and the resolution of operational issues in the context of the electronic infrastructure for the Department and the Canadian Forces.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, Information Management Operations, is accountable for the efficient and cost-effective management of specialized electronic systems engineering to meet the national and international telecommunications and spectrum systems needs of the Department and the Canadian Forces.

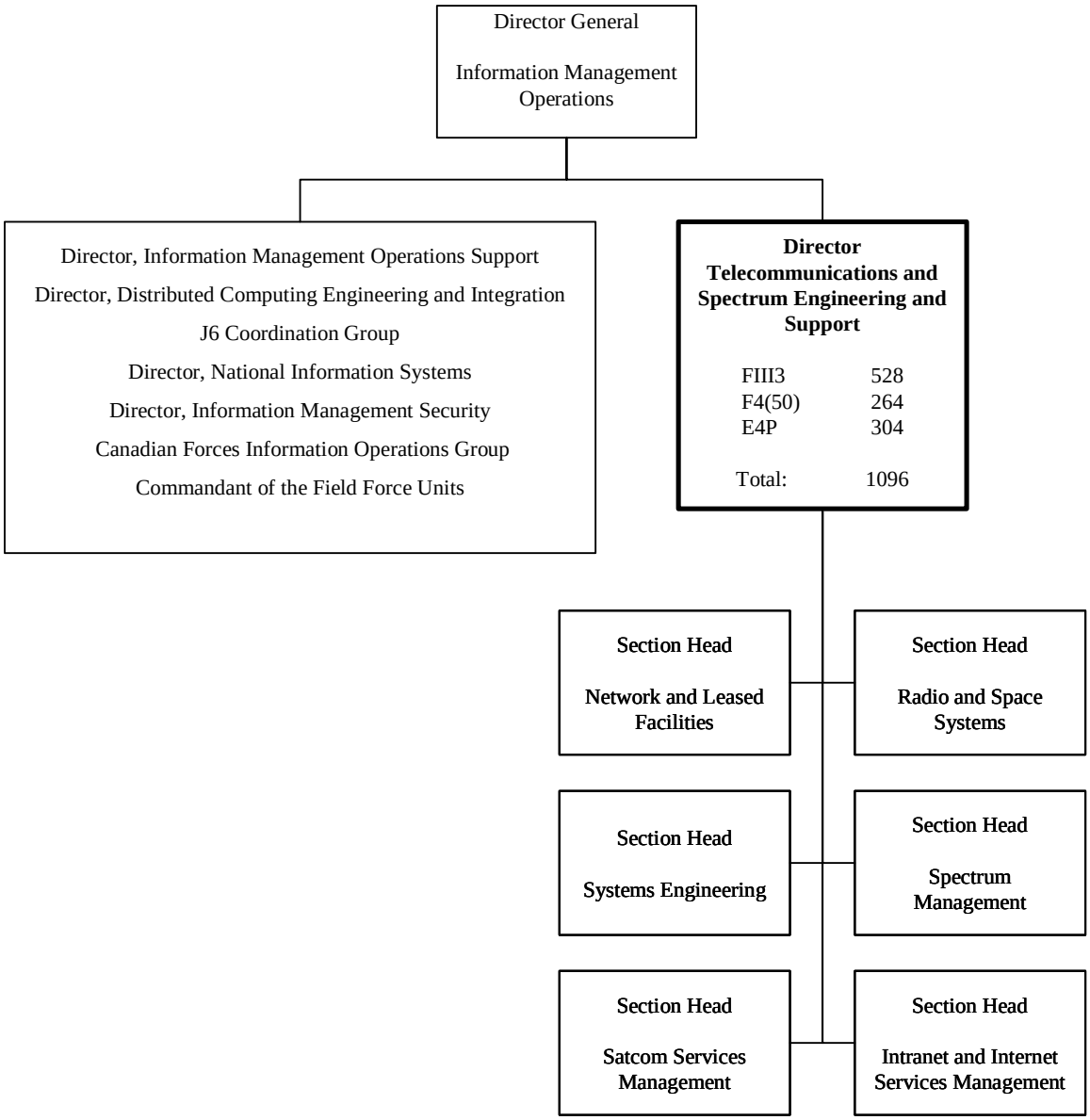
4P The position has effective control over the Directorate's activities as represented by an operating budget of $16.1 million (constant).

304 Lower number is considered appropriate to reflect the decision making required of an enabling function and the degree of freedom to act within a highly specialized area of responsibility.

SUMMARY

FIII3	528	F4(50)	264	E4P	304	=	1096	A1

DIRECTOR
TELECOMMUNICATIONS AND SPECTRUM ENGINEERING AND SUPPORT
NUMBER: 5 – K – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-K-1

POSITION TITLE: Director, Information Management

GENERAL ACCOUNTABILITY

Is accountable for planning, organizing and coordinating the Department's information management (IM) systems, decision support systems, electronic and conventional information holdings (IH) and data quality operations.

ORGANIZATION STRUCTURE

This is one of five positions reporting at the third managerial level to the Director General, Information Management and Technologies. The other positions are Director, Corporate Systems; Director, Business Systems; Director, Implementation and Operations; and Director, Systems Planning and Management Services.

Specific responsibilities of the four positions reporting directly to the Director, Information Management, are as follows:

Manager, e-Services Solutions, (staff of 23) is responsible for developing and promoting an integrated information environment to ensure that the Department's document management system has a coherent, compatible and common IM focus; interacting with partner departments to ensure continued access to the Department's library systems, information and documents as systems are changed, integrated and standardized in the electronic environment; and implementing and maintaining information on the Department's Internet sites as the Webmaster plans, implements and evaluates all departmental portals and Internet sites to ensure their coherent and efficient development.

Manager, Library Services, (staff of 4) is responsible for directing the provision of a complete range of library services to support departmental research and information requirements; contributing to the development, implementation and evaluation of policies and systems governing the Department's information infrastructure; and ensuring that library practices conform to the Policy on the Management of Government Information Holdings.

Manager, Records Services, (staff of 35) is responsible for managing, developing, organizing and maintaining collections of essential resource materials available on various media, in accordance with government standards and the Department's mandate and information needs.

Manager, Data Warehouse Services, (staff of 14) is responsible for directing the design and development of management information reporting capabilities derived from automated systems, including mainframe, microcomputer and end-user type systems; developing information technology (IT) strategies to meet client needs through the effective, efficient and economical development and implementation of new and advanced technology; and providing advice and technical expertise to senior officers in the client branches to assist in the development of long- and short-term technology plans.

NATURE AND SCOPE

The Department is the focal point for the government's priorities and agenda in the accession to Canadian citizenship from the pool of immigrant and refugee applicants around the world and for dealing with those who do not respect departmental legislation and regulations. It also formulates policies, strategies and programs that are consistent with the government's socio-economic concerns and interests. The Department has a presence in a large number of missions abroad and has numerous immigration offices in Canada, all of which help in selecting, processing and monitoring immigrants and refugees, and managing the visitor program.

The Information Management and Technology Branch is responsible for ensuring the delivery of effective information systems and technology solutions within the Department and externally, in partnership with a large number of client organizations, in order to provide the means for the Department to fundamentally change and continuously improve policy development so as to meet corporate goals and deliver programs and services.

The Director provides expertise and support for the strategic management of information, and the development and implementation of frameworks and initiatives to guide the integration of information technologies into the Department's overall program delivery processes and procedures. In this regard, the Director is responsible for providing advice and guidance to senior management to ensure the continuous improvement of the branch's IM strategies and planning activities, involving its IM programs, IH, IT, and related business improvement options.

The Director provides leadership, advice and guidance on IM policies, programs, services and strategies to individual clients at headquarters and in the regions throughout Canada, and to missions abroad to optimize the Department's alignment of business lines and information technologies, holdings and systems, to facilitate the development, improvement and delivery of integrated IT systems and IM services for the Department.

The Director is responsible for the management of IH, as well as the planning, development, acquisition, implementation and enhancement of IT in support of

the Department's operations. The challenge is to plan and organize the delivery of the departmental IH services, while ensuring that they reflect the current state of technology and progressive IM practices. The rapid evolution of client needs and technologies challenges the incumbent to adjust the services provided in order to ensure that the Department's systems needs are met in a timely, efficient and cost-effective manner.

The Director provides functional leadership by remaining abreast of evolving IM theories, business strategies and management practices to ensure the proper management of the Department's IH, including establishing the necessary linkages between the Department's IH and the technologies that are required to manage and access those holdings in order to improve the delivery, use and management of IT and information resources.

In discharging this responsibility, the Director must ensure and maintain an optimal balance between the requirement to provide services that are efficient and responsive to the needs and priorities of a mix of clients at headquarters and regional offices and at missions abroad, while ensuring that these services are cost-effective from a departmental perspective and in compliance with central agency directives.

The Director works with the senior management team to resolve issues concerning the availability and management of information, including the feasibility of introducing technological solutions to meet program delivery requirements, the funding of systems development and maintenance activities and the level of services and support to be provided by the Directorate. The Director also plans and manages the evaluation of newly developed systems, procedures or practices to determine whether the objectives were achieved according to accepted standards and user satisfaction and expectations.

The Director works with officials of central agencies and other government departments to investigate, evaluate and adopt common systems. The incumbent is expected to identify and recommend joint initiatives with other departments in the context of federal IM/IT streamlining initiatives. The incumbent is further required to rationalize the selection and use of new and advanced technologies and to determine future directions, strategies and plans in an environment characterized by rapid technological change and changes in government operations, program delivery requirements and client expectations.

As a member of the Branch Management Committee, the Director is responsible for contributing to the development of Branch objectives, policies, initiatives and operational plans. The incumbent is in frequent contact with senior executives throughout the client area and has extensive contact with the private sector in negotiating contract agreements to obtain specialized services, and with other government departments in exchanging information on information processing and management opportunities, trends and developments.

DIMENSIONS (Constant Dollars)

FTEs:	78
Operating budget:	$762,000

SPECIFIC ACCOUNTABILITIES

1. Directs, develops and promotes the implementation of conceptual frameworks and strategies to manage IT/IM as a corporate resource; plays a leadership role in promoting a professional and integrated corporate approach to IM; and directs the integration of the departmental IT and IM functions in the Department's business plans.

2. Directs research and development, and provides leadership within the Department on opportunities to enhance service delivery, increase productivity and reduce costs through the integration of the IM function and the efficient use of IT.

3. Establishes and maintains linkages between the Department and other federal departments, other levels of government and private industry to support the development of partnerships that ensure the effective sharing of information and expertise, as well as the construction of appropriate data and information systems links.

4. Facilitates an organizational change effort—including strategies on the business and leadership/culture issues affected by the changing information environment—by managing and directing the design and implementation of key IM practices and processes, which involves the strategic direction of the IH and IT systems.

5. Manages the Department's IH in accordance with central agency directives and legislation.

EVALUATION RATIONALE

Director, Information Management

KNOW-HOW

F Extensive knowledge of IM theories, principles and practices; extensive knowledge of government and departmental IM policies and priorities; in-depth knowledge of the Department's strategic directions and goals, and its business priorities, values, policies, procedures, programs and operations; and in-depth knowledge of the policies, principles and practices of business transformation and cultural change that are prevalent in the Public Service.

II Conceptual and operational management of departmental IM services.

3 Successful achievement of objectives requires the incumbent to advise senior management, both within the Department and in other government departments, to adopt recommended strategies and joint initiatives to improve productivity through the use of technology and the management of information in the Department and among partner departments.

460 High number is considered appropriate in that it reflects the expertise required to manage the Department's information resources and provide expert advice to senior management for integrating the effective use of information into the Department's decision making processes and management practices and into those of partner departments.

PROBLEM SOLVING / THINKING

E Thinking is done within departmental and central agency policies, priorities and objectives for the cost-effective management of technology and information resources.

4 Evaluative and constructive thinking is required to identify opportunities, develop strategies and priorities and implement activities that support the Department's strategic and operational objectives related to the renewal of business processes.

(50) 230 Higher percentage reflects the requirement of the position to identify, recommend and support new directions for the management and delivery of the Department's programs and services.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, Information Management and Technologies Branch, ensures that the Department has a coherent strategic framework for identifying and responding to client needs related to IM processes, and provides advice and services in these areas to support the achievement of the Department's programs and goals.

2P The position has effective control over all activities undertaken by the Section. The proxy used to represent these activities is the divisional operating budget of $762,000 (constant dollars).

230 High number reflects the influence the position has on the direction taken by the Department in managing its IH, IT investments and the size of its budget.

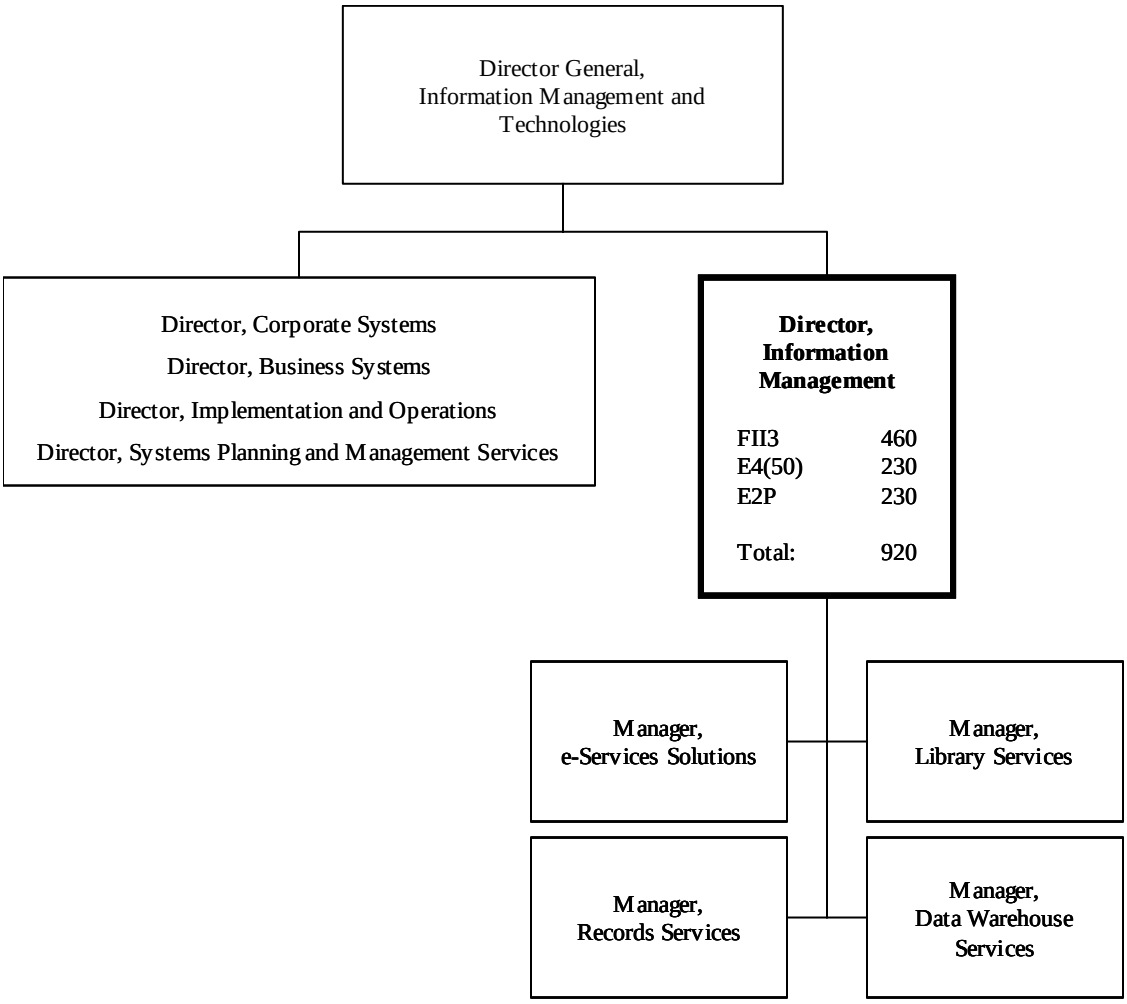
SUMMARY

FII3	460	E4(50)	230	E2P	230	920	0

DIRECTOR

INFORMATION MANAGEMENT

NUMBER: 4 – K – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-K-2

POSITION TITLE: Director, Business Systems

GENERAL ACCOUNTABILITY

Is accountable for initiating and directing the development, maintenance and enhancement of advanced automated systems to improve the Department's program delivery through business modernization, re-engineering and increased productivity using information technology (IT).

ORGANIZATION STRUCTURE

This is one of six management positions reporting at the third managerial level to the Director General, Information Systems and Technologies Development. The other five positions are Director, Systems Planning Management Services; Director, Corporate Systems; Director, Implementation and Operations; Director, Information Management; and Corporate Architect.

Specific functions of the senior positions reporting directly to the Director, Business Systems, are as follows:

Chief, National Systems, (staff of 12) is responsible for planning, organizing and directing the activities associated with the development, testing, integration, maintenance and enhancement of national advanced automated systems.

Chief, International Systems, (staff of 12) is responsible for planning, organizing and directing the activities associated with the development, testing, integration, maintenance and enhancement of advanced automated systems to support the international activities of the Department.

Chief, Processing Centres System, (staff of 12) is responsible for planning, organizing and directing the activities associated with the development, testing, integration, maintenance and enhancement of the processing centre's automated systems.

Chief, General Business, (staff of 8) is responsible for planning, organizing and directing the activities associated with the development, testing, integration, implementation, maintenance and enhancement of general business automated systems, and for the development of all application operating manuals and related staff training initiatives.

NATURE AND SCOPE

The Director, Business Systems, directs the business modelling, design, development, enhancement, testing, integration, implementation and maintenance of applications to support the management and administration of the Department, and to support and facilitate the delivery of the Department's services and programs in five regional offices, approximately 150 service delivery centres in Canada and 70 points of service abroad. The incumbent identifies and advises management on opportunities to use technology to enhance business activities in response to all applications from the public for program-related services.

The Director serves as the departmental focal point for technical expertise in automated systems. He or she provides the ultimate review of the technical merit and design of departmental systems. The incumbent is required to maintain an up-to-date knowledge of state-of-the-art development and information processing methodologies, and to have a thorough understanding of the plans and programs delivered by the various client sectors. The Director must perceive opportunities for and assess the benefits to be gained by using existing systems, developing new systems, or providing other technological services to the client area.

The Director establishes and maintains close working relationships with the different client sectors in order to advise them on opportunities to use technology. With a sound understanding of the client's strategic and operational goals, the Director provides analyses and assessments of technological proposals, including cost estimates and feasibility assessments. The incumbent determines and designs the appropriate application architecture, such as mainframe, micro based or a combination of both.

The Director plays a corporate role in identifying where similar needs or systems exist in other parts of the Department in order to provide common, comprehensive and integrated solutions to meet client needs. The incumbent plays a major role in determining the best investment for the Department in the use of its IT resources by recommending whether a system should be built in-house, outsourced to the private sector or developed in partnership.

The Director leads the development and maintenance of corporate systems crossing architectural platforms. The incumbent works with other directorates to ensure that the most cost-effective, quality IT response is given to meet client needs. He or she also establishes and maintains productive work relationships with regional clients to provide a value-added service throughout the Department.

The Director defines, justifies and implements the Directorate's annual and long-range resource requirements and system development plans, objectives and priorities. The incumbent is responsible for recruiting, selecting and managing employees and specialists contracted by the Department to provide the expertise necessary for complex system development projects.

A major challenge for the Director is to serve the client area within the capabilities and constraints of the Information Management and Technology Branch. The incumbent represents the Branch's information management / information technology (IM/IT) interests and concerns in ensuring that clients' needs are accurately defined and that their expectations are realistic and within the parameters of both the technology available and the Department's resource base. The incumbent determines system development priorities, taking advantage of technological opportunities without compromising the use of Directorate resources or deviating from the overall objectives of the Department with respect to the use of technology. The Director ensures that the Branch can respond to changes in government legislation or priorities impacting on all departmental programs and services.

The Director is a member of the Branch Management Committee and contributes to the development of its objectives, policies, initiatives and operational plans. The incumbent is in frequent contact with senior executives throughout the client area and has extensive contacts with the private sector for negotiating contract agreements to obtain specialized services, and with other government departments to develop partnerships and to discuss information processing and management opportunities, trends and developments.

DIMENSIONS (Constant Dollars)

FTEs:	49
Operating budget:	$885,000

SPECIFIC ACCOUNTABILITIES

1. Ensures that opportunities for technology-driven program or operational change are identified, developed, initiated and implemented.

2. Ensures that departmental managers are provided with expert professional advice and guidance on the full range of technology options available.

3. Reviews, evaluates and recommends the approval of all initiatives for the development of new IM/IT applications throughout the program sectors.

4. Ensures that system development supports the Department's highly IT-dependent Managing Access to Canada program in line with its mission-critical business function concerning national security and safety.

5. Optimizes the use of resources available through the recruitment, selection and management of staff, the administration of contracts and the determination of system development priorities.

6. Represents the interests and concerns of the Department in the development and implementation of government-wide policies and initiatives related to IM/IT.

EVALUATION RATIONALE

Director, Business Systems

KNOW-HOW

F — Extensive expert knowledge of the theory, principles and practices of advanced automated systems, including modelling, design and testing, and of the Department's policy and program strategies, priorities and operations; expert knowledge of the Department's corporate, administrative and program IT requirements and of its current and planned systems; and knowledge of departmental policies and priorities related to IM/IT.

II — Management of client support services with respect to the design, development, testing, integration, maintenance and enhancement of advanced automated systems in support of the Department's programs and service delivery activities.

3 — Successful achievement of objectives requires providing advice to senior management on strategies relating to cost-effective and productive use of technology, developing partnerships with other government departments and negotiating contract agreements with the private sector to obtain specialized services.

460 — High number reflects the expertise required to manage the identification of client needs and provide technical expertise in automated systems and IM/IT activities.

PROBLEM SOLVING / THINKING

E — Thinking within departmental policies and priorities and approved objectives for the cost-effective management of IT activities.

4 — Evaluative, constructive and integrative thinking is required to identify opportunities, develop strategies and priorities, and implement activities to support departmental strategic and operational objectives related to enhancing and renewing business processes.

(50)
230 — Higher percentage reflects the requirement to identify, recommend and support new directions for the management and delivery of the Department's programs and services.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, Information Systems and Technologies Development, acts within defined objectives to ensure a coherent strategic IM/IT framework for responding to clients' needs and to identify opportunities for business processes enhancement and renewal in support of the Department's objectives.

2P The position has primary impact over all activities of the Division as represented by an operational budget of $885,000 (constant).

230 High number reflects the influence of the position on the direction taken by the Department in managing the renewal and enhancement of administrative and business processes.

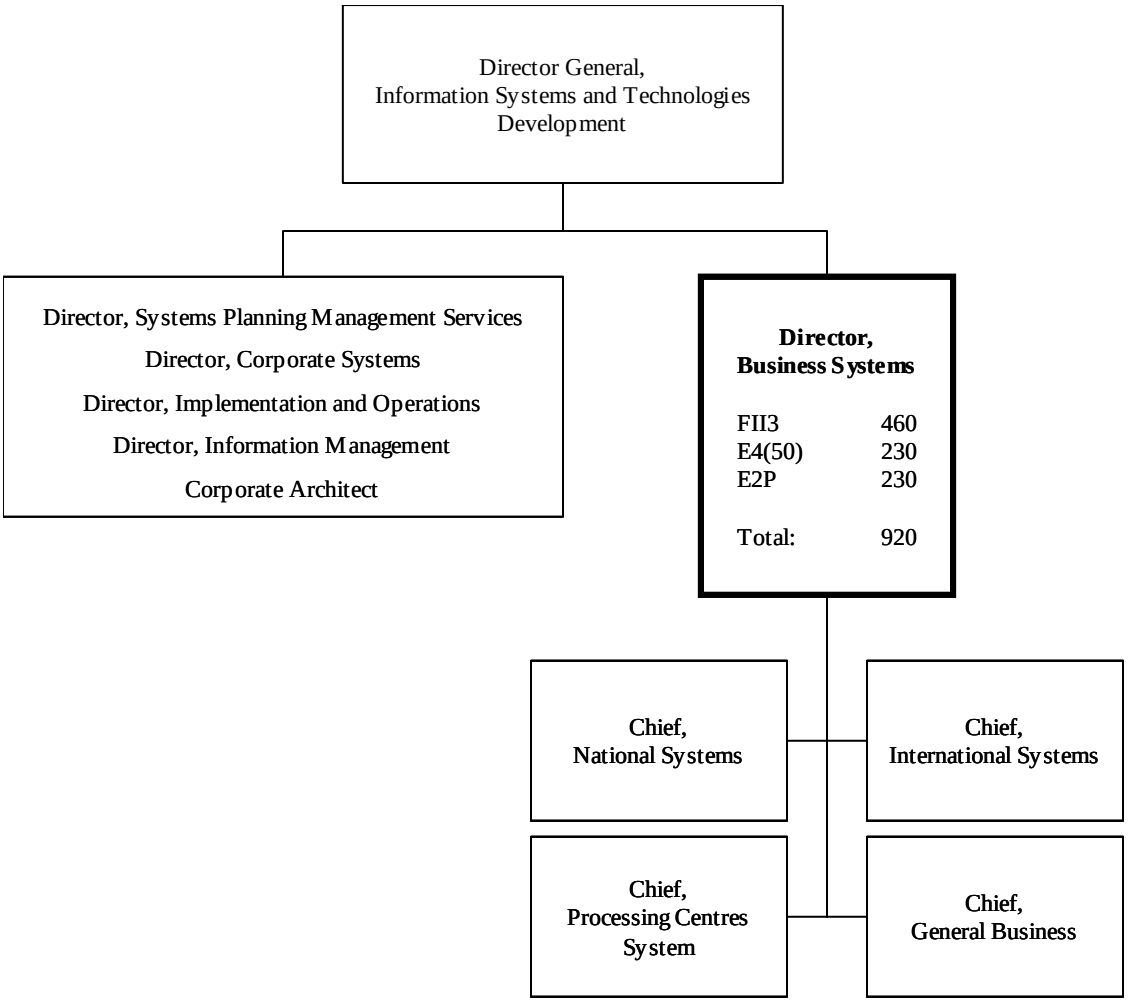
SUMMARY

FII3	460	E4(50)	230	E2P	230	=	920	0

DIRECTOR

BUSINESS SYSTEMS

NUMBER: 4 – K – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-L-1

POSITION TITLE: Assistant Deputy Minister, Communications and Consultations

GENERAL ACCOUNTABILITY

Is accountable for providing professional leadership for the design, development and implementation of frameworks, policies, programs and initiatives to guide and promote the effective management of communications and consultation functions and activities nationally and to enhance the Department's capacity for creating partnerships with portfolio partners to formulate cohesive communications strategies.

ORGANIZATION STRUCTURE

This is one of 12 management positions reporting to the Deputy Minister. The others are Assistant Deputy Minister, Research; Assistant Deputy Minister, Market and Industry Services; Assistant Deputy Minister, Strategic Policy; Assistant Deputy Minister, Farm Financial Programs; Assistant Deputy Minister, Corporate Management; Assistant Deputy Minister, Human Resources; Director General, Audit and Evaluation; Director General, Prairie Farm Rehabilitation Administration; Executive Director, Rural and Cooperatives Secretariat; Executive Director, Portfolio Coordination; and Corporate Secretary / Executive Assistant to the Deputy Minister.

Specific functions of the positions reporting to the Assistant Deputy Minister, Communications and Consultations, are as follows:

Director General, Strategic Communications Planning, (staff of 49) is responsible for developing and implementing a corporate strategic plan for the Minister, as well as strategic and operational communications plans for the Department's business lines and for the federal Rural Communications Program; advising senior managers on issues management; and developing and implementing a comprehensive intelligence gathering function.

Director General, Communications Operations, (staff of 55) is responsible for media monitoring and analysis, media and public relations, the corporate and rural exhibits and awareness programs, and the planning, production and evaluation of corporate publications; the administration of the Corporate Publishing Policy; and the management of dedicated communications services to the Department.

Director, Ministerial Services, (staff of 8) is responsible for planning, developing and delivering direct communications services and for providing support to three Ministers in the areas of event planning, speeches, newsletters, Internet sites and other communications products.

Director, Internal Communications, (staff of 8) is responsible for the leadership of internal communications through the development, influence, advancement and promotion of internal communications strategies.

Director General, Consultations, (staff of 32) is responsible for developing and implementing a comprehensive program of consultations with external stakeholders, including citizens, industry and consumers.

NATURE AND SCOPE

The Department's mandate is to promote the development, adaptation and competitiveness of the agriculture and agri-food sector, and to help the sector maximize its contribution to Canada's economic, social and environmental objectives through the provision of information, research and technology, and policies and programs that achieve security of the food system, the health of the environment and innovation for growth.

The agriculture and agri-food portfolio is complex and highly diversified. The incumbent is responsible for 37 acts and 6 commissions, agencies and Crown corporations, and for the administration and management of a number of programs that extend beyond the scope of its mandate.

In this context, the Assistant Deputy Minister (ADM), Communications and Consultations, provides corporate leadership for the development and implementation of two-way information and consultation frameworks, strategies, approaches and programs with respect to the public, the media, various stakeholder groups, Members of Parliament, Senators, other federal departments and other levels of government on the Minister's and the Department's mandate and mission, programs and initiatives. The incumbent directs the provision of support for communications and consultations advice, speech-writing services, and public opinion research to three Ministers, a Deputy Minister and other departmental officials.

As the Department's senior communications and consultations official, the ADM provides authoritative communications and consultations advice at the highest levels, including advising on the implications of changing legislation, policy, programs, and federal-provincial and international agreements. The ADM articulates the communications and consultation goals of the Department by ensuring that communications and consultative considerations are integrated into the Department's plans and strategies, taking into account the broader priorities of the Ministers and the government. The ADM manages the strategic planning of

all departmental communications, including a corporate communication plan for the Minister's presentation to the Cabinet Committee on Communications and the Deputy Minister's internal communications plan. The incumbent assists the Department in meeting its objectives by ensuring that communications and consultation programs are developed and implemented to facilitate effective dialogue with a broad variety of communities of interest, including Canadians from all walks of life.

A key responsibility and challenge of the ADM is to direct the design and delivery of consultations, public opinion and environmental scanning programs and services in order to identify the information needs and the concerns of the general public and other stakeholders in the sector, as well as the needs and concerns of Canadians living in rural and remote communities and of stakeholders in the cooperatives sector. The ADM ensures that these needs and concerns are communicated to and understood by the appropriate officials and departments (the Rural Affairs portfolio encompasses programs and services delivered by over 29 federal agencies).

The ADM provides the consultation framework and communications strategies essential to support the federal/provincial Agricultural Policy Framework (APF), which establishes the vision for the Canadian agriculture and agri-food sector. The APF sets out common goals and an action plan based on the priority areas of renewal, environmental protection, innovation through scientific research, and maintaining safety net programs to offset the impacts of weather, disease and other factors beyond the control of farmers. Stakeholder consultation and support is a cornerstone of the APF, with input gathered on a wide range of issues across a broad spectrum of stakeholders, including producers, consumers, international trade partners, marketing boards, industry representatives, environmentalists and health professionals.

The ADM supports the Minister of State, Rural Development, and the Executive Director, Rural and Cooperatives Secretariat, in the coordination of conferences and the ongoing operation of the Rural Lens, activities that invite and facilitate the gathering of opinions and views of rural Canadians about federal programs and services. The ADM supports and assists the Rural Affairs Secretariat in gathering and disseminating information and intelligence on the needs, concerns and levels of satisfaction of Canadians living in rural and remote areas with regard to the policies, programs and services provided by the federal government through more than 29 federal departments and agencies. The ADM forges collaborative relationships with counterparts in the Minister's portfolio organizations, and with provincial and territorial governments to ensure that the Minister receives complete, consistent and timely information and advice on communications and consultations.

The ADM continuously reviews the currency and effectiveness of communications and consultation strategies and approaches to ensure that program objectives are achieved in a cost-effective manner. As a result of rapid

changes occurring in the communications field (such as the use of on-line methods to build and maintain consultation networks), and new government initiatives (such as Government On-Line and e-business), the ADM is constantly challenged to adapt policies, practices and procedures and to ensure compliance with government-wide standards.

The ADM is a member of the Department's Executive Committee and contributes to the planning, development and management of departmental strategies, plans and priorities. The incumbent sits on a number of internal committees, boards and teams, and represents the Department's communications and consultation interests at interdepartmental meetings and at meetings with provincial and territorial governments, non-government organizations and external stakeholders.

DIMENSIONS (Constant Dollars)

FTEs:	156
Operating budget:	$2.7 million

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership in advising the Minister, the Deputy Minister and other senior officials on strategic communications and strategies to address the needs of the agriculture and agri-food sector and the broader rural affairs agenda of the government.

2. Directs a program of public consultations and public information polling through the use of various mechanisms to identify the needs, concerns and levels of public satisfaction with programs and activities that impact on stakeholders in the agriculture and agri-food sector and on the lives of Canadians living in rural and remote communities.

3. Ensures the development and implementation of effective communications plans, strategies and programs that will enhance public awareness and understanding of the programs offered by the Department and its portfolio partners and the issues facing the sector and the broader rural community.

4. Represents the Department in a variety of fora and serves as a senior departmental spokesperson with the media, senior executives in other federal organizations and provincial and territorial governments, and a variety of other officials.

5. Ensures the overall quality, timeliness and effectiveness of the full range of communications and consultation programs and services provided by the Branch to support the broad policy mandate of the Department and the Ministers.

6. As a member of the Department's Executive Committee, provides authoritative advice on the communications and consultation implications of changing legislation, policy, programs and federal-provincial and international agreements.

EVALUATION RATIONALE

Assistant Deputy Minister, Communications and Consultations

KNOW-HOW

G Mastery of government policies and directions for communications and consultations, including media relations, promotions, public opinion assessment, and strategic communications and consultations planning; extensive knowledge of government policies and programs that have an impact on the agriculture and agri-food sector and on stakeholders, including the government's rural affairs agenda, and the policies, programs and services in rural and remote communities.

IV Corporate direction and leadership in formulating and implementing communications and consultation programs, strategies and plans to integrate and advance government, departmental and portfolio communications objectives and service improvement initiatives.

3 Successful achievement of communications and consultations objectives hinges on the establishment and maintenance of effective interpersonal relations with the media (including editors of specialty scientific, health and consumer magazines), opinion leaders, parliamentarians and other stakeholders, and public servants at all levels in order to establish collegial working relationships and partnerships and to motivate and lead staff.

800 Lower number reflects the specialized focus on communications and consultations.

PROBLEM SOLVING / THINKING

G Thinking within the concepts, principles and broad objectives in the development of communications and consultation strategies, plans and programs of the Department and government for the agriculture and agri-food sector and for the rural affairs program in order to positively influence the understanding and acceptance of departmental policy and program decisions and to support the Department's decision-making processes by providing intelligence and analysis on public perception and opinion of and satisfaction with programs and services offered.

4 Analytical, evaluative and constructive thinking to assess the impact of public opinion, stakeholder consultations, consumer trade and other inputs on the responsiveness of policies and programs to public demands, and of public understanding of and satisfaction with agriculture, agri-food

and rural affairs in order to formulate recommendations, advice, strategies and programs in response to public demand or, alternatively, to positively influence public understanding and knowledge of programs and policy objectives.

(57) 460 Solid percentage reflects the challenges associated with the position's advisory role and enabling services, and with the development of plans, strategies and programs to support the activities of a largely scientific organization.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, the position receives general guidance on government objectives for communications and consultations. The work requires a high degree of independence in formulating communications and consultation strategies, plans and programs to support broad objectives across the portfolio.

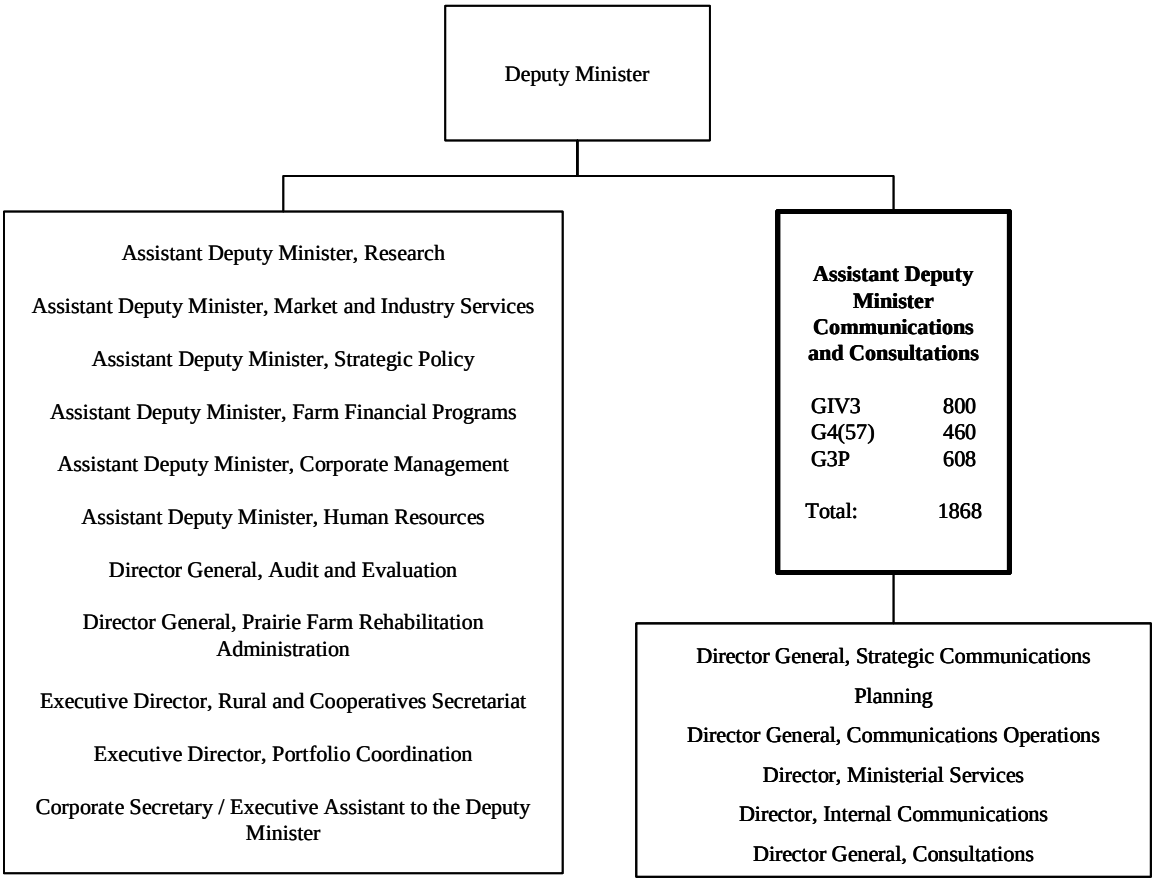
3P The position leads the development and implementation of the Department's communications program. The proxy selected to represent these activities is a budget of $2.7 million (constant).

608 Mid-range number recognizes the leadership role in developing frameworks, policies and programs, and the strength of the contribution that the position makes to the Department's achievement of results that meet the needs of a diverse range of stakeholders.

SUMMARY

GIV3	800	G4(57)	460	G3P	608	=	1868	A2

ASSISTANT DEPUTY MINISTER
COMMUNICATIONS AND CONSULTATIONS
NUMBER: 8 – L – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-L-1

POSITION TITLE: Director General, Communications

GENERAL ACCOUNTABILITY

Is accountable for planning, delivering and evaluating all internal and external communications services and programs in the Department at the international, national and regional levels.

ORGANIZATION STRUCTURE

This is 1 of 17 senior executive positions at the first managerial level reporting to the Deputy Minister (DM). The others are the Commissioner, Coast Guard; Assistant Deputy Minister, Science; Assistant Deputy Minister, Industry Services; Assistant Deputy Minister, Fisheries Management; Assistant Deputy Minister, Policy; Assistant Deputy Minister, Corporate Services; General Counsel; Regional Directors General (5); and Executive Director, Fisheries Resource Conservation Council.

Specific functions of the positions reporting to the Director General, Communications, are as follows:

Director, Client Services, (staff of 19) is responsible for planning, organizing and providing communications strategic advice, services and planning, as well as client and stakeholder media relations.

Director, Operations, (staff of 23) is responsible for managing all activities related to corporate media relations, communications research, planning, external relations and issues management; and providing media relations and communications counselling and advisory services to the senior executives of the Department.

NATURE AND SCOPE

The Department develops and delivers policies and programs in support of Canada's economic, ecological and scientific interests in oceans and inland waters. The Department is responsible for developing and delivering operational programs and policies, standards, directives and cost-recovery services related to the legislated mandate of the Coast Guard; and managing major scientific and technical activities related to renewable fisheries resources and aquatic and oceans research and management programs of national and international consequence.

The Director General provides leadership in formulating corporate communications policies, strategies and tactics for the Department. A major challenge is to devise a national policy and planning framework that informs Canadians of the Department's mission and activities and provides the latitude that the sectors and regions require to liaise effectively with their clients and stakeholders. The Director General is the corporate executive responsible for ensuring that the corporate strategic vision is effectively reflected in the public communication initiatives of the sectors and regions. As functional manager, he or she integrates the program consultation activities of each sector and region into the Department's strategic communications plans.

The Director General establishes proactive, open and transparent consultative networks and processes for the Department and the federal government concerning the review of the public policy orientation for the federal fisheries and oceans mandate. The formulation of new and innovative ways to solicit participation and input from targeted and affected groups is critical to their success. The incumbent provides objective policy and program advice to the DM by ensuring that all positions and opinions of the key players are taken into consideration.

The Director General provides authoritative communications advice and services to the Minister, the DM and senior executives and manages proactive relations with domestic and international media who are often hostile to departmental or Canadian actions and proposals. The incumbent provides advice and strategies and produces the appropriate communications vehicles in highly sensitive situations. These issues often arise in a crisis situation, and the federal position must be produced within extremely tight deadlines. The incumbent also directs the evaluation of news coverage in the various media of all events and issues that are of significance to the Minister, the DM and senior executives in the Department, and recommends possible policies, programs or responses.

To assist the Minister, the DM, senior management and other federal stakeholders—such as the Prime Minister's Office, Cabinet Ministers, Members of Parliament, industry representatives and officials from other levels of government—in representing the federal and departmental positions with internal and external audiences, the Director General must determine the optimal strategic, business and operational plans for the national program and all facets of its operations, based on his or her strong knowledge of current and evolving policy, resource, funding and program issues. The incumbent must also be aware of current technological changes and their potential application to the delivery of the communications program and special initiatives.

The Director General fosters innovative approaches to creative services, such as advertising, publications, exhibits and audio-visual productions, and ensures that communications programs are evaluated on their effectiveness with target audiences. A major challenge is to raise Canadian awareness of the important role that the Department plays in advancing the government's socio-economic agenda

with respect to the Department's mandate. The incumbent develops and implements a cohesive communications strategy to make this vision accessible, understandable and acceptable to Canadians and to Canada's international economic partners.

The Director General is a member of the Department's management committee and provides extensive advisory services to the DM concerning the agenda and issues to be discussed by the Department's executive committee. The incumbent provides authoritative advice to the Minister, the DM, their staff, the offices of Ministers and DMs of other federal, provincial and territorial departments, senior officials of the Department, and central agencies and other government departments, such as Foreign Affairs Canada, International Trade Canada, Human Resources and Skills Development Canada, Social Development Canada, Transport Canada, the Department of National Defence, Finance Canada and Indian and Northern Affairs Canada. The incumbent is the spokesperson for the Department with senior officials of the Communications Secretariat at the Privy Council Office, as well as senior representatives of domestic and foreign industry, foreign governments, international organizations, community groups, lobby and special interest groups and universities.

DIMENSIONS (Constant Dollars)

FTEs:	45
Operating budget:	$3.0 million
Department budget:	$313.5 million

SPECIFIC ACCOUNTABILITIES

1. Provides strategic advice and recommendations on proposed communications activities to the Minister, the DM, senior departmental officials and other senior federal spokespersons or officials from the public and private sectors acting in that capacity. Ensures full consideration of the appropriate public environments, as well as the interrelationship between the mandates, concerns and positions of the Department, the central agencies, other government departments, provincial and territorial governments and other domestic and international clients, stakeholders and partners.

2. Directs strategic and business planning processes for the national communications and consultation programs and ensures that the programs are well positioned to provide the required services and advice to clients and that their priorities, policies and management frameworks conform to those of the government.

3. Contributes to the formulation and development of the Department's strategic direction; brings to the attention of the Minister and senior departmental managers weaknesses in the coherence and integration of departmental priorities and their compliance with the positions of the Prime Minister's Office, the Privy Council Office and other government departments; and forecasts their probable impact on domestic and international clients, stakeholders and partners.

4. Identifies and plays a key role in developing the management strategies for major local, regional, national and international incidents and issues of considerable significance to Canada's fisheries and oceans and their resources; and directs the evaluation of the actions taken in order to determine follow-up initiatives.

5. Manages the communications program and its assigned resources in order to implement approved strategic and business plans, attain established goals and objectives, respect resource efficiency priorities and optimize use of evolving technology; and directs the planning, implementation, monitoring and evaluation of the Department's strategic, creative, advisory and operational communications activities and services, including internal communications and training on media relations.

6. Acts as designated spokesperson for the Department; establishes key consultative and intelligence networks with major domestic and international clients, stakeholders and partners; and oversees the development and conduct of major consultative processes and initiatives.

EVALUATION RATIONALE

Director General, Communications

KNOW-HOW

G Mastery of professional knowledge of policies, principles and industry practices related to communications strategic planning, program design, research and analysis, advertising, publishing and exhibits; expert knowledge of legislation, fisheries management and scientific policies and programs of the Department; in-depth knowledge of the workings of the Minister's and the DM's offices; and in-depth knowledge of access to information policies.

III Conceptual and operational management of a service-oriented unit requiring the integration and coordination of a variety of communications services across Canada.

3 Critical human relations skills required to advise the Minister, the DM and senior departmental managers on communications strategies, to deal with public information professionals and to motivate a group of highly qualified professionals.

700 Mid-range number reflects a broad knowledge of the organizational relationships and level of expertise required to manage diverse communications functions for multiple and complex national departmental programs.

PROBLEM SOLVING / THINKING

F Thinking is done within government communications policies and departmental strategic program goals and directions.

4 Analytical and constructive thinking is required to translate the departmental strategic vision into effective communications strategies, to deliver appropriate communications products in a variety of locations in Canada, to respond to public concerns and to ensure the integration of communications strategies into the Department's business plans.

(57) 400 Higher percentage reflects the challenges associated with anticipating strategic communications needs and directions. The position is heavily involved in the Department's strategic decision-making process and is required to anticipate and to develop proactive communications strategies.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the DM, is expected to translate the Department's strategic vision and priorities into specific communications programs and services that influence the nature and delivery of departmental programs.

3P The position has effective control over all communications and information operations. The proxy selected to represent these activities is the Communications Branch budget of $3.0 million (constant).

460 High number reflects the solid proxy and the influence of the position in the departmental decision-making process for policies and programs.

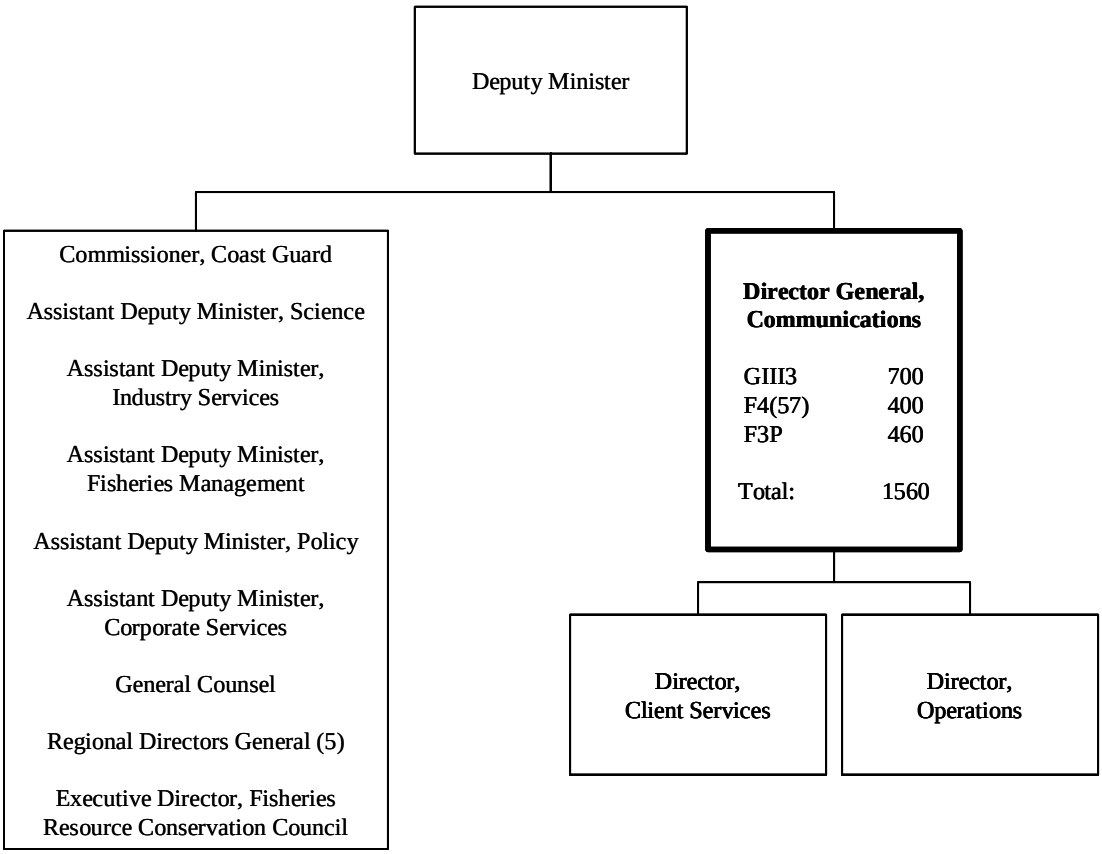
SUMMARY

GIII3	700	F4(57)	400	F3P	460	=	1560	A1

DIRECTOR GENERAL

COMMUNICATIONS

NUMBER: 7 – L – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 5-L-1

POSITION TITLE: Director, Communications Analysis and Policy Development

GENERAL ACCOUNTABILITY

The Director, Communications Analysis and Policy Development, is the lead for corporate strategic planning, organization and management of the Department's communications program; developing policy and operational frameworks; providing a wide range of communications products and services; and directing citizen engagement and public opinion research activities for the Department.

ORGANIZATION STRUCTURE

This is one of four executive positions at the second managerial level reporting to the Director General, Communications. The others are Director, Business Communications; Director, Public and Parliamentary Relations; and Director, Marketing Communications.

Specific functions of the two managers reporting to the Director, Communications Analysis and Policy Development, are as follows:

Manager, Strategic Analysis, Planning and Advice, (staff of 7) is responsible for developing and implementing a communications management framework and strategic planning and advisory services; developing operational communications plans; coordinating an integrated, department-wide program of communications and public opinion research; developing citizen engagement strategies, advertising plans and stakeholder consultation strategies; and providing communications support services for special department-wide events and ministerial initiatives.

Manager, Corporate Communications Services, (staff of 12) is responsible for developing and delivering a program of external and internal corporate communications services, products and advisory services, including creative services, multimedia services, writing and editorial services, publishing services, and print production and distribution services; developing and implementing the annual corporate events strategy and plans; providing executive communications support services to the Minister, Deputy Minister and senior officials; planning, advising and coordinating communications support services for corporate events, such as trade shows, conferences and exhibitions; and researching, planning and implementing new communications technologies to ensure the continuous improvement of the departmental Internet, extranet and intranet sites, consistent with the overarching Government On-Line policies and directions.

NATURE AND SCOPE

The Department is large and highly decentralized, operating through a highly diversified headquarters with a number of distinct business lines and five large regional offices located across Canada. The Department works closely with other federal departments and agencies to ensure that the government carries out its activities in a manner that is sensitive and responsive to the needs of Canadians. The Communications Branch provides the Department and Minister with professional advice and counsel to ensure that the government's and Department's objectives and priorities are communicated and understood by employees, clients and Canadians in an effective and consistent manner.

It is in this context that the Director is responsible for developing and implementing the strategic management framework, policies and plans governing all communications advice, standards, programs and services for the Department in a comprehensive and integrated manner, consistent with government-wide communications policies and priorities. A major challenge for the Director is to lead the development and promotion of a new vision and branding for the Department, in collaboration with the Department's executive team.

The Director is responsible for providing leadership in the development of strategies and plans that focus on outreach activities and citizen engagement, including plans and approaches to ensure that effective consultations occur with Canadians, departmental clients and key stakeholder groups. A major challenge for the incumbent is to develop corporate communications strategies and plans that encompass the Department's commitment to client service, while addressing the unique communications requirements of each of the Department's business lines.

The Director is responsible for providing corporate leadership in developing communications strategies and plans to link the Department's communications objectives with government-wide priorities, such as the Service to Canadians, Sustainable Development, Greening Government, Modern Comptrollership and HR Modernization initiatives. The challenge is to ensure that communications regarding these government priorities are presented in a manner that gives them relevance in the context of the Department's business lines and to ensure that they are delivered in a targeted, coherent and timely manner.

The Director is responsible for developing and directing the Department's strategies, plans and activities with respect to public opinion research. In meeting this responsibility, the incumbent directs the design, commissioning and analysis of public opinion surveys, focus groups and studies to identify public and stakeholder reaction to departmental policy and program activities. The Director is also responsible for providing strategic advice and developing policies and procedures in support of client consultation and citizen engagement processes. The Director is accountable for providing advice and monitoring the consultation

process conducted by client branches and ensuring that they integrate consultation and citizen engagement activities into their annual business planning process.

The Director is responsible for promoting, monitoring and ensuring departmental compliance with the Federal Identity Program and the government's Common Look and Feel standards.

The incumbent is accountable for planning, organizing and delivering a variety of communications support services, including communications planning services, creative writing services, multimedia strategy and product development services, text editing services, audiovisual and exhibition services, publishing services, print production and distribution services, and public opinion research planning and support services.

The Director is responsible for managing the development and implementation of the Department's Internet, extranet and intranet communications framework and structure to ensure that the Department maximizes the benefits of this strategic communications tool, that it develops client and citizen information portals so that they are easily accessible, and that it complies with government-wide Internet policy requirements. The Director represents the Department on the interdepartmental Internet committee at the Treasury Board Secretariat to ensure departmental coordination with this government initiative.

The Director consults with clients and establishes internal performance measures and criteria; and directs the evaluation, quality review and assessment of the communications programs and services under his or her responsibility to ensure continuous improvement.

The Director represents the Department to senior officials of central agencies, other government departments, other levels of government, the media, private sector organizations, associations, agencies, interest groups and the general public. The incumbent provides authoritative advice and recommendations to the Minister, Deputy Minister, Assistant Deputy Ministers, Directors General, and to the senior officials of other departments on appropriate strategies and interventions and on viable policy and program options.

DIMENSIONS (Constant Dollars)

FTEs:	20
Operating budget:	$317,000
Departmental FTEs:	13,000

SPECIFIC ACCOUNTABILITIES

1. Directs the development of the Department's communications management and service delivery framework to ensure the implementation of an integrated and coherent approach to departmental and branch communications strategies, plans, standards and activities.

2. Provides expert advice to the Minister, Deputy Minister, Assistant Deputy Ministers and other senior departmental officials regarding corporate communications strategies and plans.

3. Directs the development, integration and implementation of Department- and government-wide communications initiatives, such as those in support of sustainable development.

4. Provides corporate direction in the development and implementation of guidelines and procedures for evaluating communications programs and projects against planned objectives to ensure that all communications initiatives support the Department's and the government's strategic and operational goals and objectives.

5. Directs the development of public opinion research strategies and methods to identify issues of public concern affecting the delivery of the Department's business services, and prepares analysis and assessments to brief senior management on survey results.

6. Provides a comprehensive range of internal communications services, including creative writing services, multimedia strategy and product development, text editing, audiovisual and exhibition services, and publishing services to support the Department's internal and external communications requirements.

EVALUATION RATIONALE

Director, Communications Analysis and Policy Development

KNOW-HOW

F Extensive knowledge of theories and techniques in the field of communications (e.g. information services, media relations, audiovisual services and public opinion research) to provide corporate policy direction for the planning and delivery of a variety of communications services and products; broad knowledge and experience in developing strategic planning frameworks and in conducting consultations with stakeholder groups; and in-depth knowledge of central agency communications policies and key initiatives, such as Government On-Line and the Federal Identity Program.

III Coordination and development of corporate policy frameworks impacting all aspects of the Department's communications program, and delivery of a variety of communications service programs across a large decentralized department with many diverse business lines and interest groups.

3 Reflects the importance of being able to work collaboratively with clients and special interest groups, to orchestrate consensus among a diverse range of stakeholders, and to manage and motivate staff.

528 Mid-range number reflects the solid degree of specialized communications knowledge required to plan and deliver Department-wide communications policies and programs, including stakeholder consultations, analysis and public opinion research, in a large and diversified department.

PROBLEM SOLVING / THINKING

F Thinking is done within the government's and Department's strategic objectives, principles and goals as they relate to the communications function in order to develop and implement tailored departmental communications strategies, policies, plans and tools that are appropriate to the unique audience requirements for each business line and for the Department's employees.

4 Analytical, evaluative and interpretive thinking required to conceptualize and implement policies, plans and strategies to improve the relationships and synergies between the Department and various client and stakeholder groups.

(50) 264 Solid percentage reflects the requirement to develop new policy and approaches in the delivery of communications in the Department, within the context of broad departmental and government-wide communications policies and objectives.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, Communications, develops and recommends new policy directions and strategies, and manages communications programs that contribute directly to the success of the Department.

2P Primary impact on the activities of the Division as represented by an annual budget of $317,000 (constant).

230 Highest number reflects the strength of decision making the position has as the departmental focal point, with respect to the development of new communications policy, consultation strategies, programs and services that impact on the reputation and image of the Department. Information obtained by stakeholder consultations and other outreach activities impact on the structure and scope of programs and services provided by the Department.

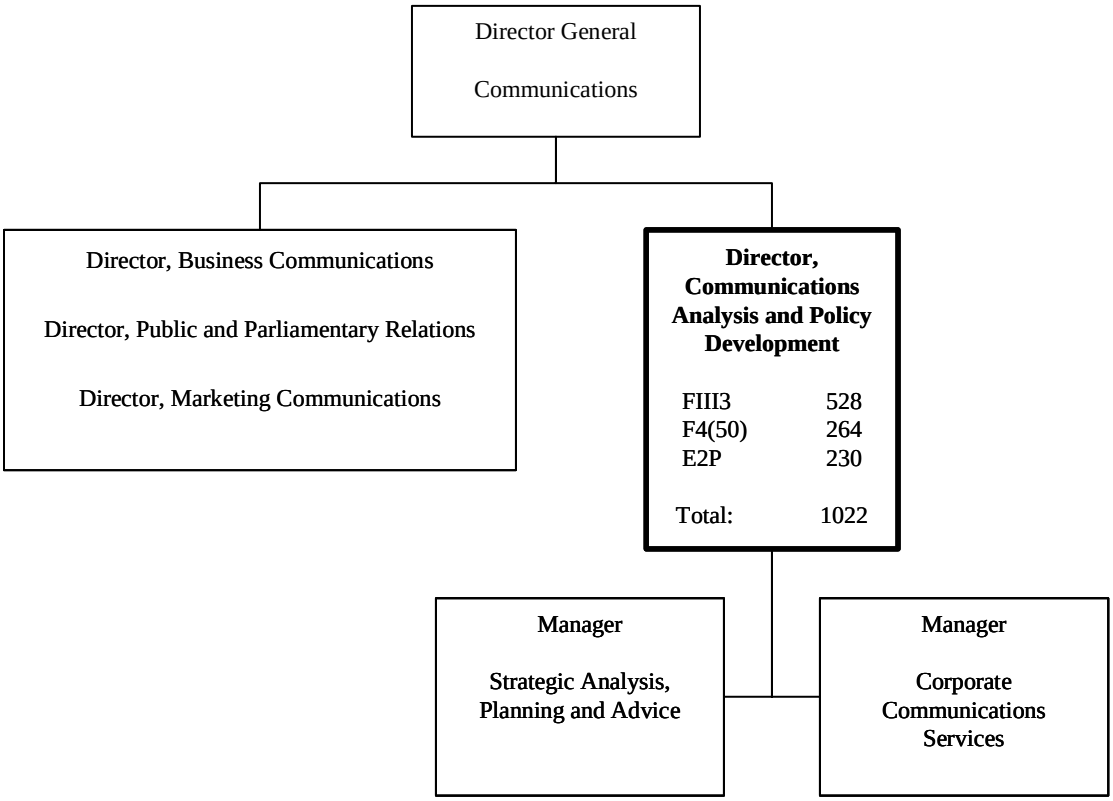
SUMMARY

FIII3	528	F4(50)	264	E2P	230	=	1022	P1

DIRECTOR

COMMUNICATIONS ANALYSIS AND POLICY DEVELOPMENT

NUMBER: 5 – L – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-L-1

POSITION TITLE: Director, Public Affairs

GENERAL ACCOUNTABILITY

Is accountable for providing advice and communications expertise on all aspects of the Department's external communications to enhance the profile of the Minister and to increase the Canadian public's understanding of sustainable development and the responsible use of Canada's minerals, energy and forestry resources.

ORGANIZATION STRUCTURE

This is one of three positions at the third managerial level reporting to the Director General, Communications. The others are the Director, Corporate Communications Services; and the Financial Advisor.

Specific functions of the positions reporting to the Director, Public Affairs, are as follows:

Five (5) Sector Account Executives are responsible for providing communications advice, operational planning and communications services to many of the sectors within the Department, as well as horizontal analysis of other sectors' activities, in order to provide advice from a corporate perspective to the Deputy Minister and the Minister.

Ministerial Projects Officer is responsible for managing strategies, action plans and awareness campaigns for specific high-profile ministerial initiatives; and developing and producing communications activities, vehicles and products related to events.

Chief, Editorial Services, is responsible for managing communications projects and writing and editing communications material for public and media distribution.

NATURE AND SCOPE

The Department is engaged in managing major policy, scientific and technical research and development, and industry support programs of national and international consequence with respect to Canada's land mass, energy, forestry, mines and minerals sectors of the economy. The Department advances sustainable development and the responsible use of Canada's mineral, energy and forest resources.

It is within this context that the Director, Public Affairs, manages the provision of a full range of corporate and external communications services—including issues and crisis management, events management, speech writing and communications advice—to provide the Minister, the Deputy Minister and other key clients with independent and sound professional advice.

The Director manages the horizontal overview and coordination of communications activities by monitoring the effective implementation of the Strategic Communications Framework and promoting the Framework to the Department's sector management committees and communications groups.

The Director plays a strategic role in the area of external communications by ensuring that integrated communications strategies are incorporated into the design and implementation of communications plans.

A challenge for the incumbent is to negotiate with the sectors on the level of advice and service to be provided to clients and stakeholders and to define the roles and responsibilities of both parties, as well as their areas of complementarity, to ensure the delivery of quality communications products and services.

The Director develops and implements standards of quality so that all sectors receive high quality service, by ensuring that the Account Executives are equipped, trained and informed to effectively carry out their role as communications specialists, and providing consistency among the services offered.

The Director ensures that sectors are effectively supported by Corporate Communications Services, in the areas of environmental research and evaluation, internal communications and creative services (exhibits, audiovisual and publishing), as well as by the other specialists in the Ministerial Projects and Editorial Services Division. The Director establishes operating tools and participates in the preparation of presentations and briefings intended for the entire Department, both those that convey departmental policies and those that implement a Privy Council directive.

A major challenge for the Director is to ensure that both the government and the Department's communications messages are well integrated and that horizontal linkages are established to ensure a good cross-pollination of information; as such, the incumbent becomes the pivotal link between the Branch and the sectors. To meet this challenge, the Director must remain on the leading edge of all areas of communication by liaising with other departments, other levels of government and the private sector in order to gain new inspiration and information on the latest trends in the field of communications.

The Director acts as Secretary of the Communications Advisory Committee and is a member of the Branch's management committee.

The Director maintains ongoing contacts with regional federal government councils in order to identify potential communications opportunities, to deal with regional issues and to keep a finger on the pulse of the regional environment.

DIMENSIONS (Constant Dollars)

FTEs:	17
Operating budget:	$250,000

SPECIFIC ACCOUNTABILITIES

1. Provides authoritative communications advice to the Minister, the Deputy Minister and the Departmental Management Committee in order to ensure that integrated communications strategies are incorporated into the design and implementation of communications plans.

2. Ensures effective implementation of the Strategic Communications Framework throughout the Department so that the communications issued by the Sectors and the Communications Branch are well integrated and increase the visibility of the Department.

3. Ensures that all communications activities and products are of the highest quality.

4. Promotes management accountability for communications.

5. Provides leadership to the sectors in attaining the desired visibility for the Department by ensuring that good communications practices are understood and implemented.

EVALUATION RATIONALE

Director, Public Affairs

KNOW-HOW

F Professional knowledge of the policies, principles and industry practices related to communications strategic planning, program design, research, analysis, advertising, publishing and exhibits; expert knowledge of the legislation, policies and programs of the Department; sound knowledge of the workings of the Minister's and the Deputy Minister's offices; and in-depth knowledge of the workings of stakeholder and client communities.

II Operational management of a service-oriented unit with related responsibilities, requiring the integration and coordination of a variety of internal and external communications services throughout the Department.

3 Critical human relations skills required to advise the Minister and senior departmental managers on internal and external communications strategies.

460 Highest number reflects the level of know-how required to advise departmental managers on the development of internal and external communications strategies and vehicles.

PROBLEM SOLVING / THINKING

E Thinking is done within government communications policies, standards and regulations and within departmental plans and priorities.

4 Analytical, evaluative, creative and constructive thinking is required to translate the departmental strategic vision into effective internal and external communications strategies.

(50) 230 Higher percentage reflects the challenges associated with establishing integrated horizontal linkages across sectors to develop the departmental strategic framework and to ensure effective communications messages and responses to issues.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, Communications, is accountable for facilitating the development and implementation of the Department's strategic communications programs and services.

2P The position has effective control over activities supporting the Department's internal and external communications and information operations. The proxy selected to represent these activities is a budget of $250,000 (constant).

230 High number reflects the impact of the position on the Department's programs, based on the quality of internal and external communications advice given to the Minister, the Deputy Minister and senior managers to increase the Canadian public's understanding of sustainable development and responsible use of Canada's minerals, energy and forestry resources.

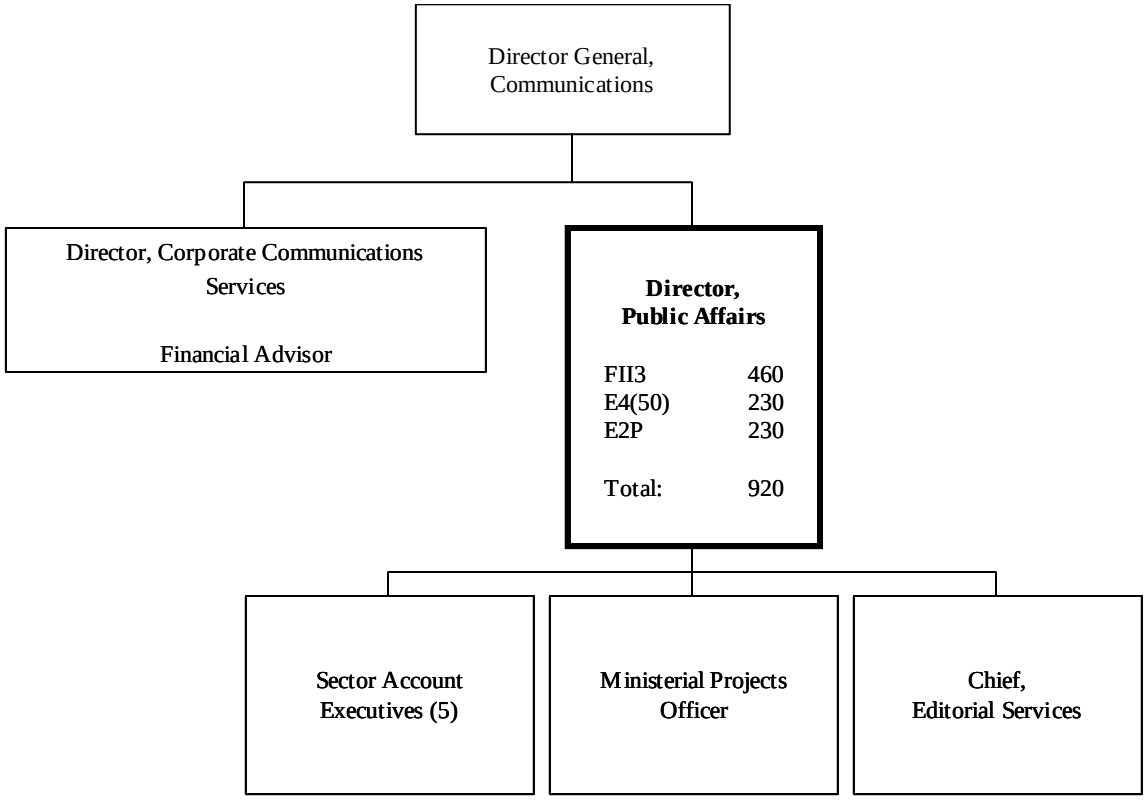
SUMMARY

FII3	460	E4(50)	230	E2P	230	=	920	0

DIRECTOR

PUBLIC AFFAIRS

NUMBER: 4 – L – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-M-1

POSITION TITLE: Corporate Comptroller

GENERAL ACCOUNTABILITY

Is accountable, as the Department's senior financial officer, for providing corporate leadership in articulating, developing and implementing strategies, frameworks and approaches to ensure the integrity of financial and materiel management; promoting and implementing modern comptrollership in the Department; and establishing and maintaining a corporate planning, reporting, and performance management framework to support all levels of management in the achievement of the Department's strategic and operational goals.

ORGANIZATION STRUCTURE

The position is 1 of 12 executive positions at the first managerial level reporting to the Deputy Minister. The other positions are Assistant Deputy Minister (Business Law) and Counsel; Corporate Secretary; Ethics Counsellor; Assistant Deputy Minister, Policy; Executive Director, Investment; Assistant Deputy Minister, Operations; Assistant Deputy Minister, Delivery Partnerships; Assistant Deputy Minister, Science and Technologies; Director General, Communication; Director General, Human Resources; and Chief Information Officer.

Specific functions of the positions reporting to the Corporate Comptroller are as follows:

Director, Financial and Materiel Management, (staff of 55) as the senior full-time financial officer, is responsible for directing the design, implementation and coordination of payment and accounting services operations for the Department; directing the revenue and accounts receivable function, including analysis, invoicing and reporting functions associated with both repayable contribution program and contingent liabilities; managing the verification of all payments; managing the preparation of financial statements and reports for managerial control and for inclusion in the Public Accounts; directing the operation of the complete materiel management program, including contracting and procurement, asset management, warehousing, fleet management and the disposal of all materiel; advising on the terms and conditions of new grant and contribution programs; and providing functional guidance and advice to headquarters, regional managers and staff.

Director, Resource Management, (staff of 25) is responsible for preparing, analysing, coordinating and communicating all corporate financial plans and reports, such as the Annual Reference Level Update (ARLU), Estimates, internal

budget, and financial management reports; directing and coordinating departmental pricing, cost accounting and cost analysis, including product-line / service-line cost determination for all departmental activities; coordinating the preparation of all Treasury Board submissions; providing advice to sectors and resolving any Treasury Board Secretariat and sector issues before the submission is finalized; and directing financial staff in each program sector.

Director, Policy and Systems, (staff of 45) directs and coordinates financial and materiel policy development, and the horizontal/integrating elements of financial management (such as policy, training and audit liaison), interpretation and the adaptation of central agency policies to the departmental context. As part of a "cluster group" of 15 federal departments and agencies, manages the Integrated Financial and Materiel System project to overhaul and modernize the Department's financial system, which involves moving from a legacy-based mainframe system to an SAP-based client-server environment.

Director, Corporate Planning and Performance Coordination, (staff of 3) is responsible for directing departmental strategic corporate planning and performance management efforts; assessing, coordinating and integrating the departmental business plans, the Report on Plans and Priorities, and the Departmental Performance Report; ensuring that consultative mechanisms are in place to respond to key horizontal issues identified by the Treasury Board and to the impact and results requirements of Parliament; providing leadership in the development of the departmental planning framework; and providing strategic planning direction for departmental role and mandate issues.

NATURE AND SCOPE

The Corporate Comptroller, as the senior financial officer, provides corporate leadership for the development, implementation and management of integrated processes required by the Department to manage financial risks, ensure understanding of the financial implications of decisions, report on financial results, and protect against fraud, financial negligence, the violation of financial rules or principles, and losses of assets or public money. The incumbent ensures the establishment and maintenance of financial and materiel management frameworks in the Department, and reports periodically on the management of these functions to the Deputy Minister, the Comptroller General and the Receiver General, in compliance with government-wide standards. The incumbent is also responsible for providing functional direction and advice on financial, materiel management and corporate governance matters.

A major challenge for the position is the Department's refocussing on revenue generation, which represents half of its operating expenses. A large portion of this revenue is generated from the repayment of direct financial assistance to clients. With the increased focus on partnerships and revenue generation, the incumbent

develops approaches and processes to assist line managers in achieving their goals and maintains the integrity of the Department's comptrollership regime.

Financial management issues are increasingly governed by the Treasury Board Secretariat comptrollership model, which requires an approach that integrates both financial and non-financial information in managing risk, understanding financial implications of business decisions before they are taken, reporting on financial results based on a clear understanding of roles and responsibilities, outcomes and performance indicators, and sharing common values and ethics.

The Corporate Comptroller directs, applies and monitors the application of policies, procedures, guidelines and standards for the delivery of procurement, contracting and materiel management services. The incumbent develops, implements and monitors policies, procedures and guidelines governing all aspects of tendering, contract award and the administration of contracts for services and consultants. This is done in the context of general policy guidelines issued by central agencies. However, the incumbent is called upon to adapt these policies to the unique operating environment of the Department, which is characterized by a number of special operating agencies (SOAs) and by a wide variety of program funding and revenue-generation arrangements, and the appropriation regimes.

The Corporate Comptroller is the principal adviser to the Department's executives, Assistant Deputy Ministers, Deputy Minister and Minister on all matters concerning the effective allocation and use of the Department's financial resources. The incumbent plays a critical role in assessing policy and program opportunities and constraints associated with the maintenance of current and the establishment of new departmental policy and program initiatives. The incumbent develops and maintains state-of-the-art reporting systems and conducts detailed analyses of resources allocated and required in order to provide objective advice that will assist the Department in optimizing its investment in new programs and services and ensure the fairness and probity of resource allocations and management. In particular, the Comptroller supports the Deputy Minister in managing and allocating corporate resources and addressing financial pressures.

The Corporate Comptroller develops and implements corporate policy frameworks designed to guide the planning and delivery of a number of corporate functions that are central to the achievement of the Department's mandate. As the Department's senior financial officer, the incumbent plays a key role in departmental planning processes by recommending the establishment of basic financial objectives, including financial and resource allocation and the broad financial management policies that support line managers in meeting their operational goals.

Many of the Comptroller's duties require leadership in order to achieve strategic non-financial priorities of the Minister and Deputy Minister. In this context, the Comptroller is responsible for implementing the Deputy Minister's vision of an

appropriate corporate governance framework, particularly for SOAs. This involves establishing principles for governing the relationship between the Department and its six SOAs and for writing memoranda of understanding between corporate service providers and the SOAs.

The Corporate Comptroller provides corporate leadership in developing and coordinating the preparation of planning frameworks, the annual departmental Report on Plans and Priorities, the Departmental Performance Report and the business plan. As the business-planning / priority-reporting process is currently in a state of rapid flux, this role is essential to providing leadership in the Department so that it remains in the vanguard of federal departments in corporate planning and performance management.

The Corporate Comptroller is in frequent contact with the Department's senior staff, its affiliated SOAs, the Treasury Board Secretariat and Public Works and Government Services Canada in order to represent the interests and concerns of the Department with respect to financial, materiel and asset management, and to negotiate service agreements and related policy matters. The incumbent also represents the Department on a number of interdepartmental committees dealing with general corporate policy issues and services.

DIMENSIONS (Constant Dollars)

FTEs:	140 plus 20 consultants
Operating budget:	$1.8 million
Departmental budget:	$185 million

SPECIFIC ACCOUNTABILITIES

1. Supports the achievement of strategic initiatives through the development and implementation of innovative and effective frameworks for financial management, asset management, materiel management, and corporate planning and reporting, which promote modern comptrollership across the Department.

2. As the senior financial officer, is accountable for the robustness, integrity and service quality of the Department's financial and materiel management systems and policies.

3. Provides authoritative advice on financial, materiel management, planning and performance measurement matters to senior departmental executives in order to support the development of the Department's corporate strategic vision.

4. On behalf of the Deputy Minister, leads a number of structure-related strategic initiatives and orients the Department toward a financial planning and management framework that supports the principles, policies and practices of modern comptrollership.

EVALUATION RATIONALE

Corporate Comptroller

KNOW-HOW

G Mastery of government policies, approaches, practices and priorities related to financial management, operational planning, information management and technology, and materiel and asset management. Intimate knowledge of the policy and program strategies, priorities, operations, services and corporate management of the Department and associated agencies; professional knowledge of the resourcing priorities and mechanisms of other departments associated with the Department's policy and program agenda; and expert knowledge about managing cultural change, commissions, boards and SOAs, as well as revenue generation.

III Manages and coordinates the formulation of plans and policies, as well as the delivery of client-focussed financial and materiel management services to the Department; directs initiatives to achieve collaborative delivery of corporate services throughout the Department; and manages the development and implementation of strategies and initiatives related to corporate governance.

3 Successful achievement of objectives requires the incumbent to advise senior management on strategic directions in order to streamline and re-engineer business processes throughout the Department's portfolio.

800 High number reflects the expertise required to provide corporate leadership in the delivery of the corporate financial and management services and to facilitate the collaborative management of business renewal initiatives throughout the Department and associated agencies, with a mix of funding regimes.

PROBLEM SOLVING / THINKING

G Thinking within governmental policies and priorities for the cost-effective use of financial and materiel resources of the government; thinking is done within the broad scope of the government's efforts to modernize the comptrollership function.

4 Evaluative and constructive thinking is required to establish corporate financial and materiel management solutions to support departmental strategic and operational objectives and to develop the Department's corporate governance structures within a multiplicity of funding regimes and a broad range of business lines.

(57) 460 Standard percentage reflects the requirement to identify, recommend and support new directions for the Department in managing its financial, materiel management and business processes, and to formulate its corporate governance structures.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Deputy Minister, ensures that the Department has a coherent policy direction for renewing all facets of corporate financial and materiel management, as well as the corporate governance structures throughout the Department and associated agencies.

5C Contributory impact on all activities undertaken by the Department. The proxy used to represent these activities is a departmental budget of $185 million (constant).

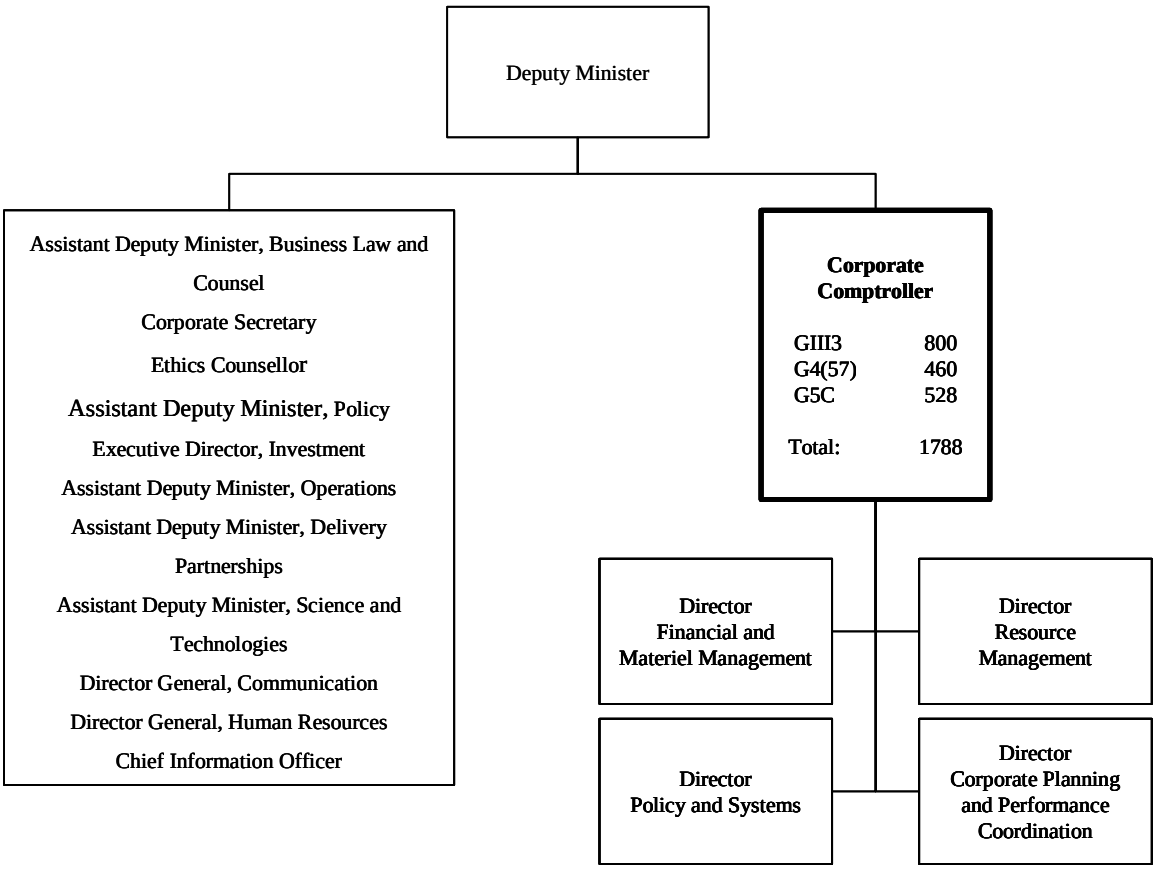
528 The number selected is consistent with the influence of the position on the direction taken by the Department in the management of its financial and materiel resources and with the proxy selected.

SUMMARY

GIII3	800	G4(57)	460	G5C	528	=	1788	A1

CORPORATE COMPTROLLER

NUMBER: 8 – M – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-M-1

POSITION TITLE: Director General, Finance

GENERAL ACCOUNTABILITY

Is accountable for providing corporate leadership in the planning, development and implementation of Agency strategies, policies and accountability frameworks to ensure the integrity of national resource and financial management services; and providing authoritative advice to management on these matters.

ORGANIZATION STRUCTURE

This is one of five positions at the second managerial level reporting to the Deputy Commissioner, Corporate Management and Comptrollership. The others are Director General, Asset Management; Director General, Internal Audit; Director General, Procurement and Contracting; and Director General, Business Solutions.

Specific functions of the senior positions reporting to the Director General, Finance, are as follows:

Director, Financial Management, (staff of 27) is responsible for preparing, analysing, coordinating and communicating all corporate financial plans and reports, such as performance reports to Parliament, Annual Reference Level Updates, estimates and Agency performance reports; and serves as the Agency cash flow manager and contract policing cost-recovery manager, which involves directing the analysis and evaluation of all major resource proposals, including capital and longer-term operational investments.

Director, Information Systems, (staff of 29) is responsible for developing appropriate controls, standards, best practices and policies to support responsible spending and safeguarding of the financial budget and human resources; and developing, enhancing, maintaining and supporting the Agency's Total Expenditures and Asset Management system.

Director, Accounting Operations, (staff of 11) is responsible for the accounting and control of revenues and the appropriation of funds from central agencies in support of the Agency's operations; monitoring budget allocations and expenditures nationally by business line, including management of the financial aspects of policing contracts with the Agency's provincial, municipal and First Nations contract partners; providing functional direction to the delivery of accounting services in the regions; and overseeing accounting operations in the National Capital Region.

NATURE AND SCOPE

The Agency is responsible for the federal government's law enforcement program. The Agency also provides policing services throughout Canada, under the terms of policing agreements, to all provinces and territories, except Ontario and Quebec, and to multiple municipalities and First Nations communities.

The financial planning, management and control of the Agency's activities are unique. In addition to the services provided by most other government departments, the Agency leads the federal government in revenues by providing cost-recovered services to other jurisdictions. Those services represent over one third of the Agency budget. The Agency also has a diverse workforce, with three distinct populations: public servants, regular members and civilian members. The Agency has full authority to negotiate and to deliver pay and pension services to regular and civilian members and retirees.

As the senior full-time financial officer, the Director General, Finance, provides corporate and professional leadership for the development, implementation and management of overarching resource and finance planning, management, control, reporting policies, approaches, systems and services. Key elements to providing corporate leadership include ensuring quality, reliability and availability of financial and non-financial information; assessing control systems; establishing risk management frameworks; promoting values and ethics; and advancing the Agency's goals, including aligning resources with priorities, allowing flexibility for alternative service delivery, and enhancing managerial excellence, responsibility and accountability.

The Director General ensures that all critical elements of sound financial management planning, monitoring and reporting practices are integrated into and supportive of the Agency's strategic and operational management frameworks, processes and practices in order to effectively manage financial risk. The incumbent is responsible for advancing the stewardship of the Agency's financial resources, with increased emphasis on linkage to and assessment of operational costs and effectiveness, requiring the integration of financial planning and reporting with actual operational results.

In a constantly changing operational and functional environment characterized by unpredictable demand and substantial reliance on revenue generation, the Director General is accountable for developing and implementing the financial framework that encompasses significant revenue generation and expenditures to guide the planning and delivery of corporate resource management functions central to the achievement of the Agency's mandate.

One of the major challenges faced by the Director General is to meet the many unpredictable requirements for large and costly Agency efforts, such as urgent peacekeeping, disaster response, visits or conferences of foreign heads of state, or the unknown potential for crime with the exponentially expanding capabilities of

information technology. While predictable changes force the Agency to constantly adapt, unpredictable operational requirements add sudden, unplanned cash demands and have a disruptive effect on short- and longer-term financial and operational plans.

Another challenge faced by the incumbent is the complexity of managing the Agency's revenues and appropriations, namely 198 policing service contracts with provinces and territories and 172 individual agreements to provide policing services to 198 First Nations communities. In addition, the Agency receives funding for federal programs, special programs and salary and benefits for regular and civilian members. The incumbent develops the policies, approaches and processes for cash control, reporting and reconciliation activities to ensure Agency-wide compliance with financial policies, accountability frameworks and systems, and satisfaction of terms and conditions of policing service contracts.

The Director General is a recognized agent of change in the Agency. He or she is responsible for identifying areas in need of improvement, developing solutions to improve operations and resource management practices and recommending strategic and innovative approaches to the delivery of program and corporate services. The incumbent provides the required assurance that management frameworks supporting due diligence and stewardship of public resources are in place and working in the Agency. This challenge requires the incumbent to provide authoritative advice on difficult choices, including long-term investment, capital acquisitions, alternative service delivery proposals and revenue-generating initiatives.

The Director General is the principal advisor to the Agency's executives, the Deputy Commissioners, the Commissioner and the Minister on all matters concerning the effective allocation and use of the Agency's financial resources. The incumbent is responsible for providing intelligence and advice to the Agency's Investment Management Board, Resource Advisory Committee, the Chief Financial Officer's Advisory Forum and numerous steering and working committees. These provide consultative and decision-making mechanisms for consideration of major financial issues by senior Agency executives and managers. The Director General's role often involves seeking consensus among divergent opinions to broker actions or decisions that ensure the Agency' short- and long-term financial viability and efficacy.

DIMENSIONS (Constant Dollars)

FTEs:	69
Operating budget:	$514,815
Department	
Staff	
Public servants:	4,600
Regular members:	16,000
Civilian members:	3,000
Budget:	$283.2 million
Revenues:	$162.9 million
Total Agency budget:	$446.1 million

SPECIFIC ACCOUNTABILITIES

1. As the senior full-time financial officer, is accountable for the robustness, integrity and service quality of the Agency's financial and resource management policies, approaches, processes and information reporting.

2. Supports the achievement of the Agency's strategic initiatives through the development and implementation of innovative and effective frameworks for the sound planning, management and control of the Agency's financial resources, including monitoring and improving accountability frameworks to support due diligence and stewardship of public resources.

3. Provides authoritative advice on resource planning, financial management and control and reporting issues to the Deputy Commissioner, the Commissioner and senior Agency executives in order to support the development of the Agency's corporate strategic vision.

4. Provides functional advice and direction on all aspects of financial policy, planning, operations and management to the other headquarters branches and regional and division offices to ensure compliance with statutory and regulatory requirements.

5. Represents the financial interests of the Agency in negotiations with senior officials of other jurisdictions, ranging from municipal to international levels, for the provision of policing services.

6. Defends Agency financial reports, submissions and documents in discussions with central agencies (Treasury Board Secretariat, Office of the Auditor General and Finance Canada).

7. Provides effective leadership to the Agency's financial community to promote and foster a shared vision and the adoption of best practices.

EVALUATION RATIONALE

Director General, Finance

KNOW-HOW

G Mastery of financial processes and practices, accounting procedures, financial administration, policy, systems, revenue, appropriations, internal control and pay and pensions administration; and in-depth knowledge of the Agency's business goals and objectives and overall government financial and business planning objectives.

III The incumbent is responsible for providing corporate leadership in all Agency financial matters to support the achievement of strategic initiatives; developing and implementing a financial framework for significant generation and expenditure of revenue; and providing advice and guidance on traditional financial activities. The position requires significant planning and management skills to harmonize these functions.

3 Successful achievement of objectives requires developing cooperative relationships with peers, motivating staff and providing corporate direction in a geographically dispersed organization.

700 Mid-range number reflects solid ratings in all elements, recognizing the unique financial functions related to revenue intake and expenditures and the associated skill and expertise required to maintain the short- and long-term financial viability of an organization whose operating budget is heavily dependent on generated revenue for contracted services.

PROBLEM SOLVING / THINKING

F Thinking within established government-wide financial policies and procedures and broad Agency goals and objectives, develops and implements innovative financial frameworks that enable the Agency to operate with financial probity and respond to large, costly, unpredictable and unplanned emerging occurrences.

4 Evaluative thinking to address complex, interrelated problems in the overall financial management, control and renewal of the Agency. Develops financial policies and accountability frameworks, procedures and systems that include significant revenue intake and expenditures and that support due diligence and stewardship of public resources.

(57) 400 Higher percentage reflects the significant challenges associated with financial planning and management in an unpredictable environment requiring the Agency to respond to unplanned cash demands without having an impact on the provision of contract services to multiple jurisdictions.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Deputy Commissioner, Corporate Management and Comptrollership, is broadly subject to general managerial direction and has considerable freedom to oversee the development of strategic and innovative approaches to delivering program and corporate services.

5C As the senior full-time financial officer, the incumbent provides corporate direction, authoritative advice and recommendations on all Agency financial matters. The proxy selected to represent this impact is the Agency budget of $446.1 million (constant).

460 Higher number reflects the incumbent's strong contribution in supporting Agency operations, as well as the significant contribution to managing revenue intake and expenditures.

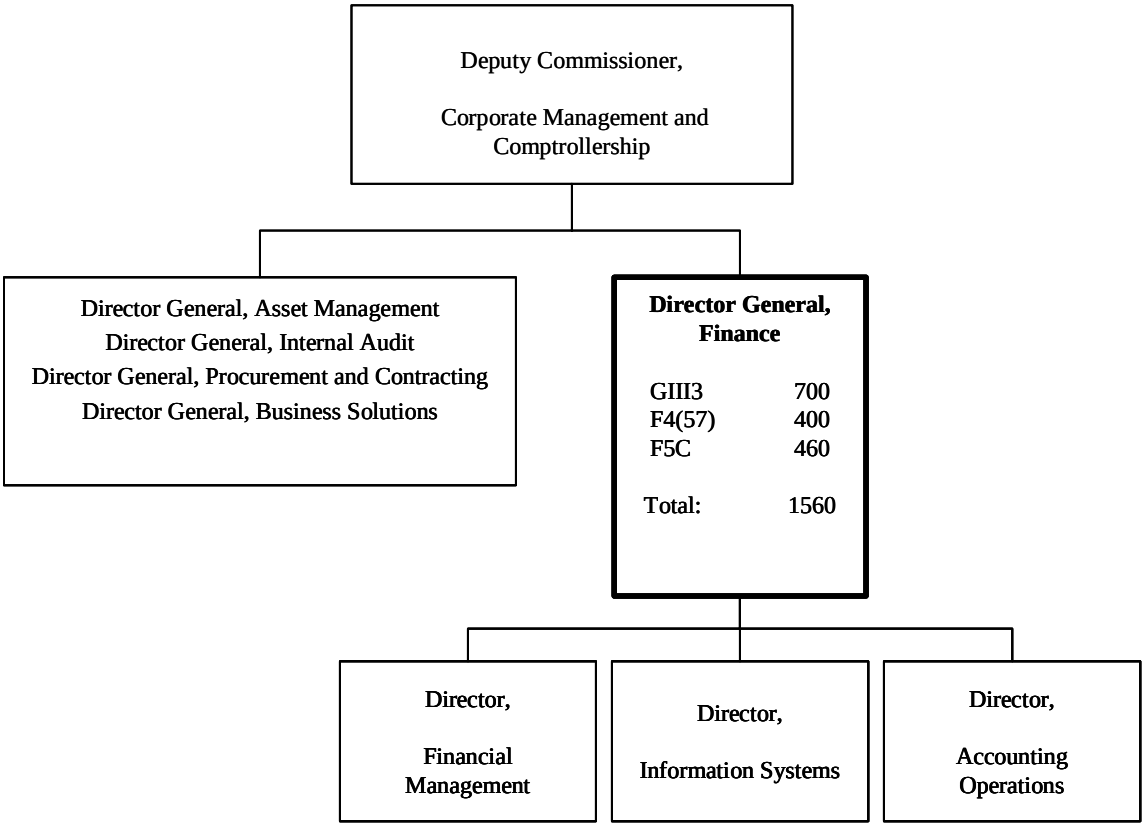
SUMMARY

GIII3	700	F4(57)	400	F5C	460	=	1560	A1

DIRECTOR GENERAL

FINANCE

NUMBER: 7 – M – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 5-M-1

POSITION TITLE: Director, Financial Management

GENERAL ACCOUNTABILITY

As the senior full-time financial officer and comptroller, is accountable for the financial policies, systems, procedures, operations and accounting activities to ensure effective control and stewardship of the financial resources appropriated, and for ensuring the introduction and acceptance of modern accounting and financial management standards and practices.

ORGANIZATION STRUCTURE

This is one of nine managerial positions at the third managerial level reporting to the Director General, Finance, Administration and Programs. The others are Director, Resource Management; Director, Projects and Emerging Issues; Director, Administration and Security; Director, Facilities Management; Director, Contracts and Material; Director, Family Law Assistance Services; Director, Contraventions Project; and Manager, Learning.

Specific responsibilities of the two positions reporting to the Director, Financial Management, are as follows:

Manager, Systems and Policies, (staff of 13) is responsible for managing the development of financial administration policies, systems and procedures; interpreting accounting polices and advising senior management; and directing the development and administration of financial management training and user support services.

Manager, Accounting Operations, (staff of 34) is responsible for managing the cost-recovery and revenue-management accounting services; administering policies and procedures associated with the financial management of Crown agent processes; ensuring that an effective system of financial control is in place; directing the preparation of financial management control reports; and implementing policies concerning the audit and financial management of the Department’s grants and contributions programs.

NATURE AND SCOPE

The Department supports the administration of justice in Canada by providing legal services to the Government of Canada, in conformity with the law and the public interest, including providing legal advice, conducting litigation, drafting legislation, and developing and implementing national law programs. The Department enters into a large number of client service agreements and other cooperative agreements with other jurisdictions, institutions and non-government organizations on program funding and cost sharing. The Department also administers a large grants and contributions program and cost-sharing agreements with the provinces.

It is within this context that the Director must develop, implement and monitor a comprehensive financial management policy framework that is based on modern principles and standards of accountancy, provides flexibility for timely and responsive decision-making in an interconnected and strategic manner, and protects the Department against fraud, financial negligence or loss of public assets or money. The incumbent is challenged to ensure the continued integrity of the financial management data, systems and procedures, while ensuring the successful implementation of significant changes in financial management practices, information systems and accounting procedures arising out of the Modern Comptrollership Initiative and other financial modernization initiatives.

The Director is responsible for the development and implementation of accounting policies, procedures, systems and processes for the cost-effective control and reconciliation of departmental accounts. Systems and processes include cost-recovery accounting, revenue and expenditure accounts, accounts payable and receivable, and revenue-management analysis and reporting. The incumbent must ensure that the financial systems and policies are sufficiently robust, innovative and flexible to allow the Department to account for all of its financial transactions seamlessly, while achieving its business objectives and responding to government financial management initiatives.

The Director is responsible for the management and control of the Department’s accounting records and books of accounts, as well as for ensuring their reconciliation with the books of accounts of clients, partners and the Public Accounts of Canada. The Director also plays a critical role in the identification and management of associated financial management risks and ensures proactive and effective control over these issues.

The Director is responsible for maintaining sufficient knowledge and expertise of modern financial management and accounting standards, practices and policies to be able to advise the Deputy Minister and the senior management team, as well as to successfully lead the implementation of new policies, standards and practices throughout the Department.

The Director represents the Department and maintains effective working relationships with officials in other departments and agencies, including the Auditor General's Office, Public Works and Government Services Canada, the Treasury Board Secretariat and the Privy Council Office, as well as with the private sector, in order to discuss, resolve, negotiate and agree upon a wide range of issues associated with financial systems development, government policies and accounting requirements.

The incumbent is responsible for maintaining a comprehensive understanding of horizontal issues and key themes affecting the Department and of the economic interrelationships of departmental programs and policies intended to make the justice system relevant, accessible and responsive to the needs of Canadians; and represents the Finance Division on a number of departmental committees, such as the Integrated Finance and Materiel System Steering Committee.

DIMENSIONS (Constant Dollars)

FTEs:	48
Operating budget:	$484,000
Departmental budget:	$177 million

SPECIFIC ACCOUNTABILITIES

1. Directs the development, implementation and management of a comprehensive framework of financial administration policies, systems, procedures and processes, based on modern principles and standards of accountancy and expenditure management in order to ensure that appropriate financial management and control mechanisms are operating in the Department, in accordance with relevant government legislation and policies.

2. Directs the reconciliation and accounting operations activities in support of the corporate comptrollership functions in the Department, including preparation of the financial statements and the Public Accounts and reporting of financial results, in order to provide accurate and timely financial accounting information, analysis and advice to assist senior managers in making key business and resource allocation decisions.

3. Provides strategic functional advice and direction to senior officials up to and including the Deputy Minister and the Minister to ensure that these senior decision makers have pertinent and timely financial information on which to base their strategic decision-making activities.

4. Is responsible for the custody, management and control of cash and other negotiable instruments; and monitors, plans and forecasts cash requirements throughout the Department to fulfill the Department's statutory and fiduciary obligations and central agency requirements.

5. Leads change-management processes during the implementation and maintenance of new financial management practices, systems and procedures, including the training of finance staff and non-financial managers respecting these changes, to ensure that the Department's accounting systems and practices are consistent with government-wide financial management policies and practices.

EVALUATION RATIONALE

Director, Financial Management

KNOW-HOW

F Specialized professional knowledge of concepts, principles, techniques and processes in the field of financial administration and accounting; professional knowledge of the policies, principles and practices involved in the development of integrated financial frameworks, operational policies, information systems and procedures; and in-depth knowledge of the Department's programs, central agency initiatives and other related programs and financial administration processes.

III Operational and conceptual integration and management of departmental financial management policies, systems and procedures; and operational management of the Department's accounting operations in support of the corporate comptrollership function.

3 Successful achievement of objectives requires the incumbent to advise departmental officials and to convince them to adopt the courses of action that are the most appropriate for the Department, and to represent the Department's interests at meetings with officials of the central agencies.

528 Mid-range number reflects the solid expertise required in a number of departmental policies and programs to direct and integrate all financial management operations, including providing advice at the senior departmental level and representing the Department to advance its interests and represent them to officials in other government organizations.

PROBLEM SOLVING / THINKING

E Thinking is done within clear objectives and defined principles and practices to develop functional policies and define operational directions for the accounting of departmental resources.

4 Analytical, constructive and evaluative thinking is required to develop financial management frameworks, policies, systems and procedures that complement and support new financial management initiatives originating from the central agencies.

(50) 264 Higher percentage reflects the role of the position as the departmental authority to resolve issues related to the introduction of new financial management initiatives and to solve financial management problems involving a wide variety of situations for which solutions are not always apparent.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, is accountable for the development and management of financial frameworks, systems and policies; providing strategic financial advice to senior officials; and ensuring the accuracy and integrity of departmental financial operations.

5C The position has a contributory impact on all financial activities undertaken by the Department. The proxy used to represent these activities is the departmental budget of $177 million (constant).

264 Mid-range number is consistent with the position's influence over departmental financial management and accountability.

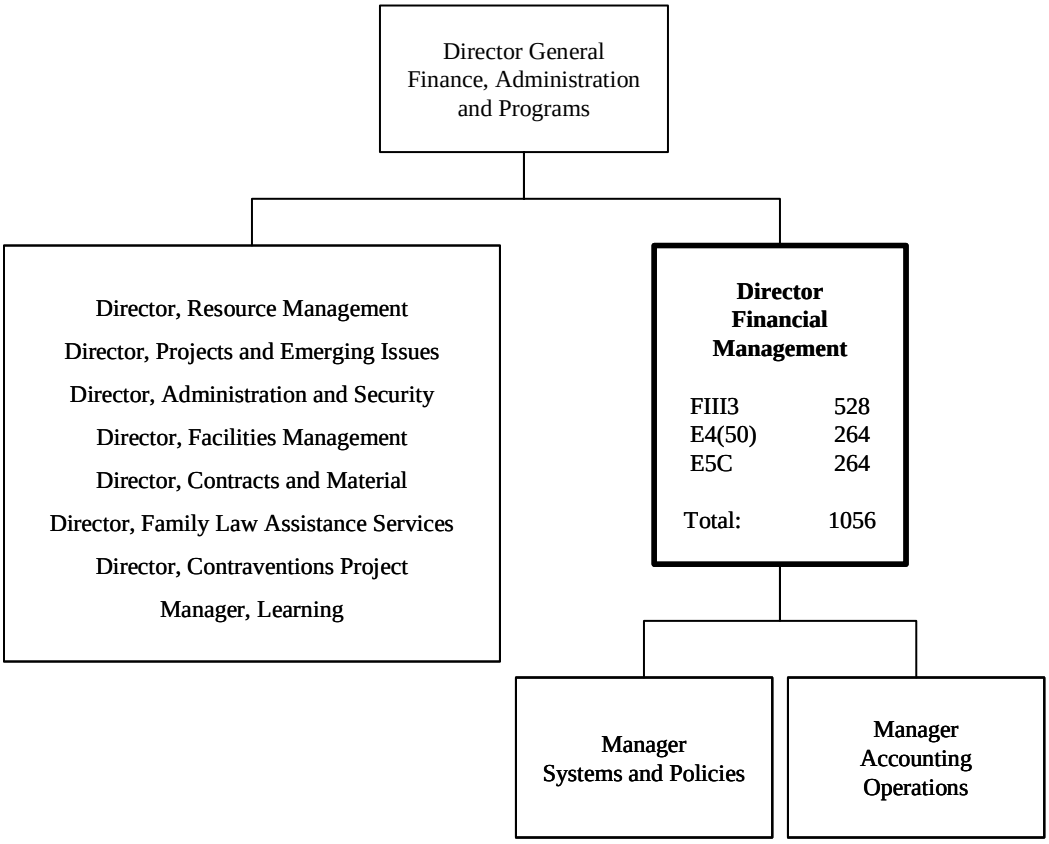
SUMMARY

FIII3	528	E4(50)	264	E5C	264	=	1056	0

DIRECTOR

FINANCIAL MANAGEMENT

NUMBER: 5 – M – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-M-1

POSITION TITLE: Director, Financial Operations and Accounting Services

GENERAL ACCOUNTABILITY

Is accountable for managing financial operations and accounting activities to ensure the effective control and stewardship of the financial resources appropriated to three client departments.

ORGANIZATION STRUCTURE

This is one of three positions at the third managerial level reporting to the Executive Director, Finance, Corporate Systems and Management Practices Division. The others are the Director, Corporate Planning and Performance Reporting; and the Director, Corporate and Management Practices.

Specific responsibilities of the five positions reporting to the Director, Financial Operations and Accounting Services, are as follows:

Manager, Reconciliation, (staff of 5) directs the monthly reconciliation of the salary budgets, the general ledger, financial records, central accounts and other control accounts; identifies and investigates variances and corrects accounting transactions; and leads special projects relating to financial control initiatives with internal and external stakeholders.

Manager, Accounts Payable, (staff of 12) manages the acquisition card program; manages accounts payable activities and administers the Payment at Year End process; reconciles departmental bank accounts with Public Works and Government Services Canada (PWGSC) records; and reviews the Receiver General Interface Program.

Manager, Travel, (staff of 4) interprets the Financial Administration Act and Treasury Board travel and relocation policies and guidelines; provides advice and direction to client managers and employees; and directs the processing of travel claims and relocation expenses.

Manager, Contracting and Procurement, (staff of 10) manages contracting and procurement processes; advises managers on policies and procedures related to contracting and procurement processes to ensure compliance with government regulations; participates in bid-evaluation teams; and supports the Treasury Board Secretariat’s inter-Branch contract review committee.

Manager, Public Debt, (staff of 5) manages the forecasting and calculation of financial data affecting the Canada Pension Plan (CPP) Investment Fund, including analysing and ensuring compliance with provincial borrowing levels from the Fund; and prepares financial statements for contingent liabilities, domestic swaps, circulating coinage, international accounts and the Exchange Fund.

NATURE AND SCOPE

The Branch provides financial and administrative services to three client departments: the Department of Finance, which is responsible for the development of federal policies relating to the broad fields of government spending, taxation, borrowing and debt management; the Treasury Board Secretariat (TBS), which is responsible for ensuring the effective and prudent management of the Government of Canada's financial, and information and technology resources; and the Public Service Human Resources Management Agency of Canada, which is responsible for human resources management throughout the Public Service.

In this context, the Director is responsible for developing and implementing accounting policies, procedures, systems and processes for the cost-effective control and reconciliation of client departments' accounts. The incumbent ensures that integrated approaches are used in developing and maintaining accounting and operational policies and is responsible for ensuring that policies and practices are up to date and reflect current Government of Canada financial management policies, principles and practices.

The Director is responsible for the management and control of the accounts payable and receivable systems. The multi-client environment poses many challenges to the incumbent, as each department has unique business needs. The Director must find solutions to a wide variety of problems, such as resolving operational issues with the Receiver General program and ensuring the proper reconciliation of accounts with PWGSC systems. The incumbent plays a critical role in identifying and managing associated financial management risks and ensures proactive and effective control over these issues.

The Director is accountable for the financial management of the public debt—including domestic debt and foreign marketable bonds—to ensure proper accounting controls and reporting arrangements on behalf of the Canadian government. The incumbent directs the maintenance of accounting transaction records for Department of Finance activities, including the production of circulating coinage, the Exchange Fund, international financial transactions, equalization payments to the provinces and other statutory payments.

The Director is responsible for forecasting, recording and reporting on the activities related to the CPP Investment Fund; preparing the Department's annual CPP Investment Fund forecast of funds available to the provinces; reporting results to Social Development Canada and the provinces; transferring funds to the CPP Investment Board for investments; and monitoring provincial borrowing levels to ensure that borrowing authorities for CPP investments are not exceeded.

The Director is responsible for managing the contracting and procurement processes, as well as the employee travel and relocation programs for the client departments; advising senior managers on related policies and procedures to ensure proper compliance with government policies, regulations and standards; and sitting on the TBS inter-branch contract review committee.

The Director maintains effective working relationships with senior officials in the client departments, other government departments, the CPP Investment Board and officials at the provincial government level to discuss and resolve financial operations and accounting matters; and represents client departments to officials from other government departments, central agencies, the Bank of Canada, provincial governments and other stakeholders to obtain information and to defend the Department's financial management policy position.

DIMENSIONS (Constant Dollars)

FTEs:	36
Operating budget:	$317,000
Client departmental budgets:	$390 million

SPECIFIC ACCOUNTABILITIES

1. Directs the development, implementation and management of accounting policies, procedures and processes for internal operations and accounting activities to ensure financial management and control in three client departments.

2. Directs the reconciliation and accounting operations activities to support the corporate comptrollership functions in client organizations.

3. Directs the development and implementation of the financial management framework for the administration of the public debt file to ensure proper control and reporting on behalf of the government.

4. Directs the maintenance of accounts and transaction records for contingent liabilities, domestic swaps, circulating coinage, international accounts and exchange funds to ensure the proper assessment and monitoring of the state of domestic government financial transactions.

5. Directs the resources and activities of the Finance Directorate, serving three distinct client groups, and contributes to the effective management of the Corporate Services Division.

EVALUATION RATIONALE

Director, Financial Operations and Accounting Services

KNOW-HOW

F Specialized knowledge of policies, concepts, principles and processes in the fields of accounting, contracting, procurement, travel and administration of the public debt; specialized knowledge of the principles and approaches for developing operational policies to forecast and account for the public debt; specialized knowledge of procedures to meet the financial and administration needs of client departments; in-depth knowledge of the departments' programs, other related government programs and central government accounting to ensure that financial transactions are managed and monitored effectively.

II Operational and conceptual management of the formulation of the Department's financial policies, accounting operations and related administrative management functions in support of departmental programs, goals and objectives.

3 Successful achievement of objectives requires the incumbent to advise senior officials in client departments and other jurisdictions on appropriate courses of action regarding accounting practices with respect to the administration of the public debt.

460 High number reflects the solid expertise required in a number of departmental policies and programs to manage the operation of a specialized activity involving a number of government organizations, including other levels of government.

PROBLEM SOLVING / THINKING

E Thinking is done within clear objectives and defined principles and practices to develop policies and to define operational directions that will guide the client departments in their financial management relationships with other departments and other levels of government related to their financial management agreements.

4 Analytical constructive and evaluative thinking is required to develop financial management policies and procedures involving the management of the Government's central funds.

(50) 230 Higher percentage reflects the role of the position in the Department to solve problems involving a wide variety of financial management issues across a number of organizations; and to identify, recommend and support new administrative policy directions for the Department.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Executive Director, and within clear objectives and broad practices and procedures, is accountable for coordinating and developing accounting and other administrative operating policies; interpreting government accounting, travel, contracting and procurement policies; and developing sound accounting practices to ensure that client departments have coherent and sound financial management policies and practices.

2P The position has a primary impact on all activities undertaken by the Directorate. The proxy used to represent these activities is a budget of $317,000 (constant).

230 High number reflects the impact of the position on the overall financial management activities of the client departments and the position's latitude to develop accounting practices to meet individual client control and reporting requirements.

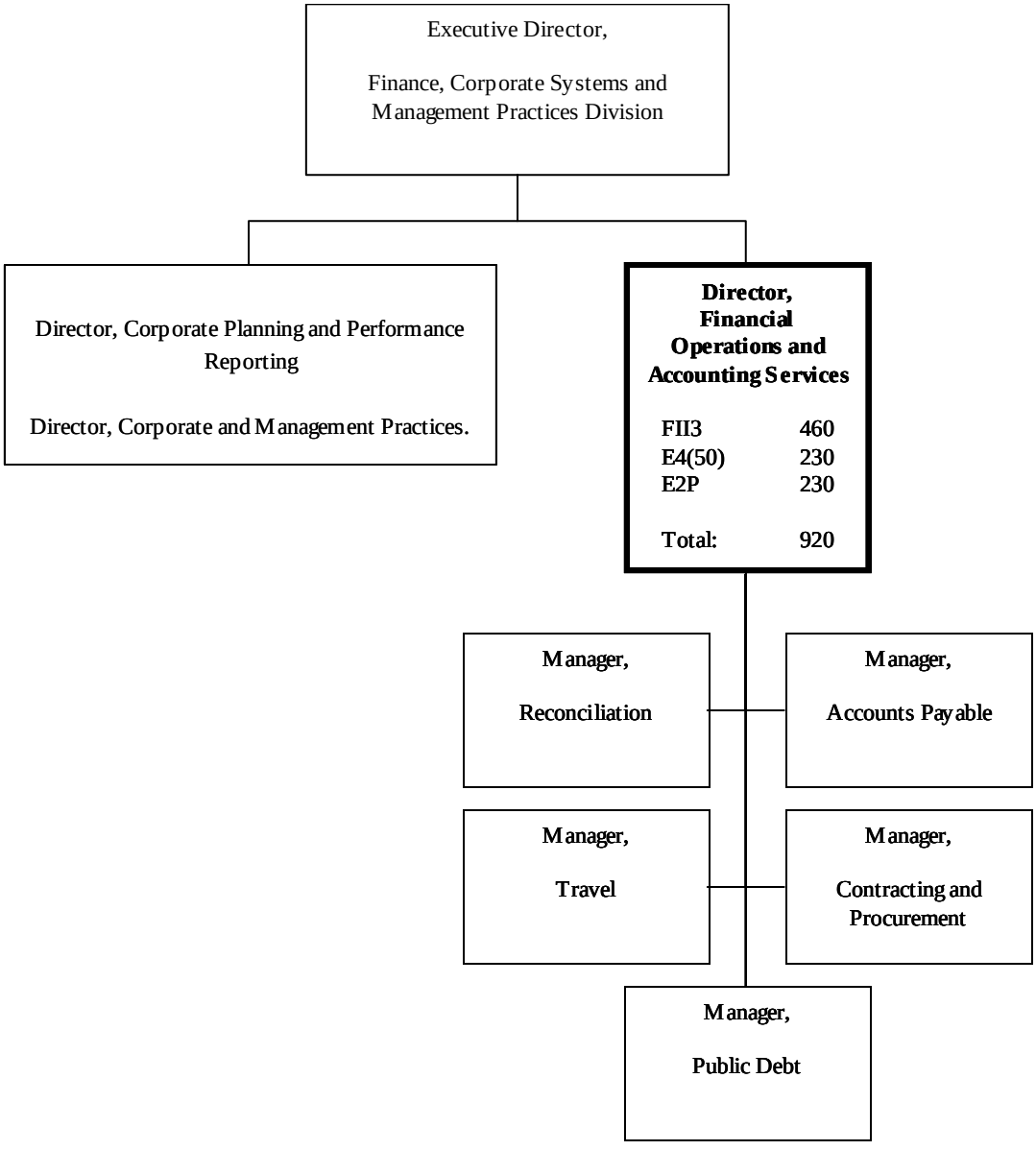
SUMMARY

FII3	460	E4(50)	230	E2P	230	=	920	0

DIRECTOR

FINANCIAL OPERATIONS AND ACCOUNTING SERVICES

NUMBER: 4 – M – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-N-1

POSITION TITLE: Assistant Commissioner, Human Resources

GENERAL ACCOUNTABILITY

Is accountable for providing corporate leadership in planning, developing and implementing departmental human resources programs and policies designed to enhance Correctional Service Canada's capacity to maximize its investment in human resources.

ORGANIZATION STRUCTURE

This is 1 of 15 positions at the first managerial level reporting to the Commissioner (Deputy Minister). The others are Senior Deputy Commissioner; 5 Regional Deputy Commissioners (Atlantic, Quebec, Ontario, Prairies and Pacific); Deputy Commissioner, Women; Assistant Commissioner, Operations and Programs; Assistant Commissioner, Performance Assurance; Assistant Commissioner Communications; Executive Director, Corporate Secretariat; Assistant Commissioner, Corporate Services; Assistant Commissioner, Policy, Planning and Coordination; and Senior General Counsel.

Specific functions of the positions reporting to the Assistant Commissioner, Human Resources, are as follows:

Director General, Organizational Renewal, (staff of 4) is responsible for managing the departmental Human Resources (HR) strategy, including providing a framework to monitor key HR performance areas.

Director General, Labour Relations, (staff of 32) is responsible for planning, developing and delivering the departmental labour relations, health and safety, harassment awareness, and compensation programs; managing and monitoring alternative dispute resolution, designations and exclusions, staff relations training, and labour relations management authorities; directing the development of policies, guidelines, procedures and systems; providing advice and interpretation to senior management and field offices on policies, regulations and guidelines; and monitoring and evaluating programs.

Director General, Organizational Design and Resourcing, (staff of 30) is responsible for planning, developing and delivering the organizational design and classification, resourcing, recruitment, employment equity and official languages programs, including directing the development of policies, guidelines, procedures and systems; providing advice and interpretation to senior management and field

offices on policies, regulations and guidelines; and monitoring and evaluating programs.

Director, Corporate Resourcing / Executive Resourcing, (staff of 7) is responsible for ensuring a national strategic direction, and providing leadership in career management for executives and senior managers.

Director General, Learning and Career Development, (staff of 131) is responsible for planning, developing and delivering the learning and career development, employee assistance, and awards and honours programs, including directing and managing the Correctional Management Learning Centre (CMLC) and the six regional staff campuses.

Director, Information Management, (staff of 6) is responsible for providing information and administrative services to support Branch operations.

Director, National Headquarters Human Resources, (staff of 21) is responsible for providing the full range of HR services to the clients at national headquarters.

The Assistant Commissioner provides functional direction to five Regional Human Resources Administrators, who are responsible for delivering the full range of HR services to clients in their respective region.

NATURE AND SCOPE

Correctional Service Canada (CSC), as part of the criminal justice system and respecting the rule of law, contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

CSC operates under three levels of management: national, regional and institutional / district parole office. The national headquarters in Ottawa performs overall planning and policy development, while each of the five regional offices implements departmental activities in facilities in its respective region.

The Assistant Commissioner, Human Resources, is accountable for developing and managing CSC's entire HR program in order to provide leading-edge strategies, responsive strategic and business plans, and associated actions that are fully integrated into CSC's vision, mission and corporate strategic and business goals, objectives, priorities and plans, while ensuring the effective implementation of corporate changes to HR management flowing out of the government's agenda for Public Service modernization.

The Assistant Commissioner acts as an agent of change in order to steer HR strategies and business orientations toward a proactive and responsive position. The incumbent is called upon to ensure that activities are refocussed to assume a forward-looking and anticipatory stance instead of reacting to demands for

services or to issues once they have developed and become an overwhelming preoccupation. The incumbent ensures that the Branch has the capacity to continuously identify relevant issues in CSC and the external environment as they emerge and to continuously monitor them in order to undertake initial and strategic developmental actions on required HR policy and program responses so that CSC is equipped to deal with these situations in a planned and professional manner and to achieve the expected results.

A major challenge for the incumbent is to develop and implement strategies, approaches and initiatives to promote and advance harmonious labour/management relations in a highly decentralized environment operating 24 hours a day, 365 days a year, where employees' work is extremely stressful and where confrontational situations often occur. The Assistant Commissioner is responsible for developing and implementing strategies and initiatives to reduce the number of grievances, and ensuring that grievances are addressed and resolved with due diligence and in a timely manner. The incumbent is also responsible for providing direction and training to all levels of staff in order to facilitate the development of a safe and secure work environment, and providing a proactive approach to labour relations.

The Assistant Commissioner is responsible for leading major strategic initiatives to increase the level of basic operational and specialized training through the creation of a new governance model for learning and development that regroups existing colleges under one functional authority that provides for planning, priority setting, monitoring and reporting mechanisms, resulting in improved accountability for the Department's investment in developmental activities and results. The incumbent is responsible for establishing and operating the CMLC, a national campus dedicated to correctional management issues and learning events. The CMLC is available to departmental managers and employees and provides them with high quality learning and the opportunity to share with colleagues from across the country. The CMLC enables CSC to increase management training and development opportunities in order to strengthen and renew current managers and to prepare future managers to provide effective leadership and administration in the complex field of corrections. The CMLC provides the learning required to increase the level of basic operational and specialized training for correctional staff that will provide them with the skills they need to conduct their duties safely, humanely and in compliance with the law.

The Assistant Commissioner provides strong leadership to all corporate HR divisions and exercises authoritative functional direction over the regions' HR organizations, as well as over sub-delegated managers through the operational and regional HR organizations.

During a time of unparalleled changes in the HR functions in the federal government, it is extremely important for the Department that the Assistant Commissioner ensure that the Department's interests are well represented and advocated to the central agencies. With the devolution of authority and

accountability from the central agencies to departments, and with the focus of central agencies on the renewal of management in general, including HR management, the incumbent provides a strong voice in shaping new policy and program initiatives launched by the central agencies that will affect CSC's workforce.

The Assistant Commissioner interfaces extensively with the Commissioner and senior management of the Department and is their key adviser on HR initiatives, strategies and ongoing business across the full range of departmental HR programs. As a member of the Executive Committee, the incumbent contributes to the overarching policy frameworks of the Department and ensures that HR considerations are reflected in its vision, mission, and overall strategic and business priorities.

DIMENSIONS (Constant Dollars)

	Branch	Department
FTEs:	240	14,135
Operating budget:	$2.0 million	$106 million

SPECIFIC ACCOUNTABILITIES

1. Directs the development of proactive strategic business plans for the national HR program, ensuring that the planning, development and implementation of policy, service delivery, and planning frameworks and processes enhance the consistent and coherent implementation of the HR program across the Department.

2. Provides leadership to the corporate divisions of the national HR program, as well as authoritative direction to the regional HR divisions and to delegated managers, in order to ensure that HR services are consistent and coherent across the Department.

3. Provides advice and makes recommendations to the Commissioner, senior managers and key corporate committees on all HR issues and on HR implications of proposed central agency or departmental policy and program initiatives.

4. Provides strong representational services for CSC with the central agencies and bargaining agents to ensure that its perspectives and requirements are considered, valued and respected in their decisions and actions.

5. Acts as an agent of change to steer the strategic direction of the HR function toward the proactive provision of advice and to ensure the effective implementation of corporate changes to HR management flowing out of the government's agenda with respect to Public Service modernization.

6. Directs the CMLC and the regional staff campuses to enhance the capacity of CSC's managers and employees and to provide effective leadership and administration in the complex field of corrections.

7. Ensures that senior management, the HR community and delegated managers have the information, advice, training and assistance they require to deal with HR issues.

EVALUATION RATIONALE

Assistant Commissioner, Human Resources

KNOW-HOW

G Mastery of the concepts, principles and practices of HR management; knowledge of federal legislation and of central agency regulations and policies applicable to HR management activities; and mastery of the interrelationships between CSC plans and priorities and HR strategies and programs in order to support departmental objectives.

III Manages the integration of departmental HR activities, which encompasses the direction of corporate divisions at the national level, and provides functional direction to the regional HR divisions and delegated managers.

3 Provides strong HR leadership at the corporate, regional and institution/district levels to ensure consistent and coherent HR management across CSC.

800 High number recognizes the expertise required to manage the HR function in a highly decentralized environment, to provide strong corporate leadership in the management of staff relations activities in a difficult environment, and to foster a learning culture within CSC through the management of a corporate learning centre and six regional staff campuses.

PROBLEM SOLVING / THINKING

G Thinking is done within CSC’s broad operational objectives and central agency policies.

4 Requires analytical and constructive thinking to interpret government goals concerning HR management and to translate them into CSC-wide HR management policies and programs.

(57) 460 Solid percentage indicates degree of challenge required to develop new concepts and approaches in order to integrate HR management with CSC plans and operations.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Commissioner, is accountable for developing and managing the HR program and providing leading-edge strategies and business plans, programs and services that are fully integrated with CSC's vision, mission and corporate strategic and business goals, objectives, priorities and plans.

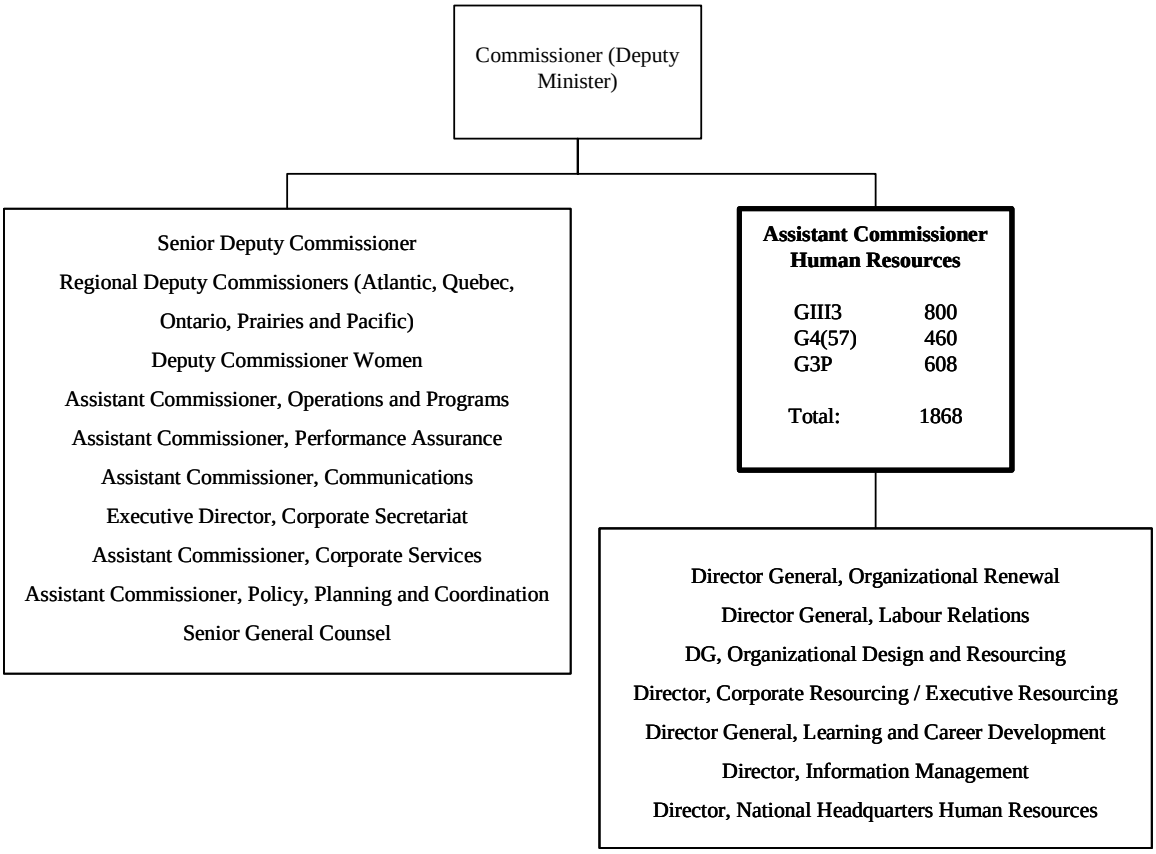
3P The incumbent manages the Human Resources Branch and provides leadership in the planning and delivery of the HR program. The proxy selected to represent this impact is the Branch salary and operating budget of $2.0 million (constant).

608 Mid-range number reflects the degree of decision-making authority associated with managing the CSC-wide HR program and the contribution that the position makes as the senior human resources management official to advancing the government's HR management agenda, while supporting the achievement of CSC results.

SUMMARY

GIII3	800	G4(57)	460	G3P	608	=	1868	A2

ASSISTANT COMMISSIONER
HUMAN RESOURCES
NUMBER: 8 – N – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 7-N-1

POSITION TITLE: Director General, Human Resources

GENERAL ACCOUNTABILITY

Is accountable for providing corporate leadership in formulating and integrating human resources (HR) management policy and planning frameworks and processes into departmental management practices to support the Department's strategic and operational goals; and directing the provision of HR management services across the Department.

ORGANIZATION STRUCTURE

This is one of nine senior executive positions at the first managerial level reporting to the Deputy Minister. The others are Assistant Deputy Minister, Operations; Assistant Deputy Minister, Policy and Program Development; Assistant Deputy Minister, Strategic Directions and Communications; Assistant Deputy Minister, Centralized Service Delivery and Corporate Services; Assistant Deputy Attorney-General; Ombudsman; Executive Director, Global Case Management System Business; and Director, Client Service Project.

Specific functions of the senior positions reporting to the Director General, Human Resources, are as follows:

Director, Learning and Development, (staff of 31) is responsible for developing and directing the implementation of the Department's learning framework, which promotes the continuous development and expansion of individual competencies and the creation of a supportive learning environment, and addresses clear and ongoing linkages with the Department's business planning process; developing change management strategies that support the implementation of renewal projects, policies, programs and operations; directing the evaluation of the effectiveness of training and development interventions; and managing developmental programs, such as career management, assignments, Management Trainee Program, Career Assignments Program, Interchange Canada, international exchanges and educational leave.

Director, Strategic Resourcing, (staff of 38) is responsible for developing departmental HR management policies and service delivery frameworks in all HR disciplines; guiding the implementation of headquarters and regional HR operations officers and staff; providing operational services for non-delegated and Executive Group classification and staffing; managing the planning and development of HR information systems; introducing new technologies to the

sector; advising managers and HR officers at all levels; and representing the Department to central agencies and other government departments.

Director, Client Services, (staff of 37) is responsible for developing and implementing operational systems and procedures to provide HR services to managers and staff at headquarters, including the International Branch and its overseas operations in all HR areas; and coordinating various promotional events.

Director, Workforce Effectiveness, (staff of 20) is responsible for planning, developing, administering and monitoring corporate policies, processes and procedures for the Department in all HR disciplines; providing specialized professional services and advice to corporate and regional management on grievances, collective bargaining, designations, exclusions and union-management relations; and coordinating investigations of malfeasance in Canada and abroad with the RCMP and Foreign Affairs Canada.

NATURE AND SCOPE

The Department is a highly decentralized organization located in five domestic regional offices, a network of service centres across Canada and a large number of points of service abroad. Headquarters provides centralized program direction and coordination, including the management of centralized processing centres located outside the National Capital Region.

The Director General, Human Resources (DGHR), is responsible for developing and championing strategic and governance frameworks, as well as defining short- and long-term approaches to the implementation of policies, systems and operational processes supporting the HR management requirements of departmental management, which involve two distinct populations: rotational foreign service officers and domestic non-rotational staff. Owing to its complex domestic and international mandate, the Department must strategically plan and implement distinct systems of personnel management that meet the requirements of rotational staff involved in service delivery abroad, non-rotational staff working under terms and conditions identical to the rest of the Public Service located in all parts of the country and locally engaged staff working to deliver programs in missions worldwide. This workforce composition poses multiple and unique challenges requiring a high level of leadership and influence from the DGHR in addressing cultural, geographical and renewal issues. The DGHR develops collaborative relationships with Foreign Affairs Canada in selecting and assigning rotational and locally engaged staff.

A major challenge for the DGHR is to develop and implement an integrated HR strategy, as well as an HR governance structure for the Department. Leading the implementation of the strategic plan requires the incumbent to obtain approval from all departmental levels and geographic regions to accept and integrate clear accountability and leadership for effective HR management. Based on clear

requirements for establishing an HR renewal process that addresses distinct and pressing needs for targeted recruitment, professional development, greater delegation to management and more professional HR practitioners, the incumbent makes recommendations to the Deputy Minister on the departmental HR agenda in order to ensure that corporate HR objectives are met. The incumbent provides critical leadership and change agent roles in supporting HR program and operational policies through the departmental strategic directions.

Another challenge for the DGHR is to provide sustained leadership to the Department's Human Resources Renewal Agenda. In articulating and advancing the Department's renewal strategy, the incumbent is called upon to build strong linkages between leadership, learning, networking and communications and to incorporate government-wide initiatives to modernize HR management. The incumbent leads the development and implementation of strategic goals that increase opportunities for sharing best practices; continues to use information and technology to improve services to clients; introduces or enhances partnerships with other government organizations; develops new management tools; and addresses workplace concerns expressed by employees.

The DGHR leads the development of a recruitment, promotion and retention framework that guides the implementation of headquarters and regional approaches to meeting the Department's top priority to renew its workforce and its commitment to developing a highly skilled, flexible workforce that can support the Department's evolving role and responsibilities. The incumbent provides a corporate focal point for the development of common resourcing tools, such as competency-based selection profiles for key operational and policy positions, enhancement of the departmental succession planning process and strengthening the departmental HR planning process through stronger linkages to the departmental strategic analysis and planning mechanisms.

The DGHR provides professional and managerial leadership for the development and implementation of a Department-wide learning framework that addresses three broad areas: common objectives or competencies on which to base departmental training programs; clearly defined roles and responsibilities for managers and employees at headquarters and regions; and clear and ongoing linkages with the business planning process to ensure that learning plans reflect evolving departmental priorities. The incumbent must ensure that learning opportunities not only address the operational training required for employees to do their current jobs efficiently and effectively, but also foster the acquisition of generic skills that prepare employees for future challenges within the Department and permit them to compete in the open marketplace.

The DGHR provides recommendations and advice to the Deputy Minister and the Executive Committee on HR matters; analyses and selects alternatives from innovative solutions and approved precedents in order to resolve major situations; reviews and monitors the overall impact of HR policies and programs to determine their success in recruiting, developing and retaining qualified staff for

departmental programs; initiates special studies to determine the impact of proposed central agency and union initiatives; modernizes the HR management information systems; establishes standards of service; and ensures that service quality is maintained. The incumbent sits on and leads the Department's Executive Committee in the organizational diagnosis of needs in terms of HR competencies and relationships that will support the attainment of strategic and program objectives.

The DGHR represents the Department's interests in key corporate decision-making bodies on issues of HR renewal and training, as well as the design of government-wide HR programs. The incumbent also establishes working relationships with central agencies and peers in the HR community to secure essential authorities for the Department within the broader HR renewal agenda.

DIMENSIONS (Constant Dollars)

Sector:	FTEs:	128
	Operating budget:	$1.96 million
Department:	FTEs:	4,442
	Salary budget:	$34.7 million

SPECIFIC ACCOUNTABILITIES

1. Directs the Department's HR function, leading the delivery of HR services domestically and abroad; ensuring that the Department has the maximum delegated authorities and accountability agreements providing for the effective management of all HR disciplines, policies and programs; and ensuring the development and implementation of effective quality control, functional review and monitoring activities in order to meet statutory, regulatory and central agency requirements.

2. Leads the Executive Committee through organization assessments to determine the HR implications of departmental strategic, policy and program objectives and to determine how HR strategies, programs and processes can best support the achievement of the Department's mandate.

3. Provides leadership in the Department's HR renewal strategy with particular emphasis on achieving management accountability, strengthened organizational capability and an enabling culture.

4. Leads the development of a departmental learning culture and a learning framework based on the continuous expansion and development of individual and group competencies.

5. Represents the Department's interests and priorities in the development of Public Service-wide policies and initiatives; and negotiates for the resolution of problems and major concerns with central agencies, other departments and bargaining agents.

6. Provides strategic advice to the Minister, the Deputy Minister and the Executive Committee members on all matters related to HR management for meeting departmental objectives; and develops short- and long-term HR strategies and plans.

EVALUATION RATIONALE

Director General, Human Resources

KNOW-HOW

G Mastery of the theories and techniques of HR management in a federal context, and in-depth knowledge of the mandate, objectives, policies and programs of a geographically dispersed department.

III Department-wide operational and conceptual management of the HR function, including related policies, procedures, guidelines and performance indicators.

3 Successful achievement of objectives requires managing departmental staff, motivating functionally supervised staff, providing advice and guidance to senior management, and representing the Department's interests and priorities in interdepartmental fora.

700 Mid-range number reflects solid mastery of the field and recognizes the challenges inherent in managing distinct HR regimes and the geographical dispersion of the Department's operational points of delivery.

PROBLEM SOLVING / THINKING

F Thinking within central agency policies, directives and guiding principles, interprets broad policy statements; develops, implements and coordinates programs and policies that ensure the recruitment and retention of qualified personnel and contribute to the achievement of departmental objectives.

4 Analytical, constructive and interpretative thinking is required to align HR plans and strategies with departmental priorities and objectives; to judge and advise on the effects of central agency policies, internal structure or mandate changes; to identify and solve operational problems; and to develop and promulgate a departmental HR philosophy.

(57) 400 High percentage recognizes the status of the position in providing high-level departmental HR advice and services and its strong functional direction with domestic and international regions.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Deputy Minister, acts under general direction and guidance in developing and implementing HR policies, programs and systems to assist the department in achieving its objectives and mandate.

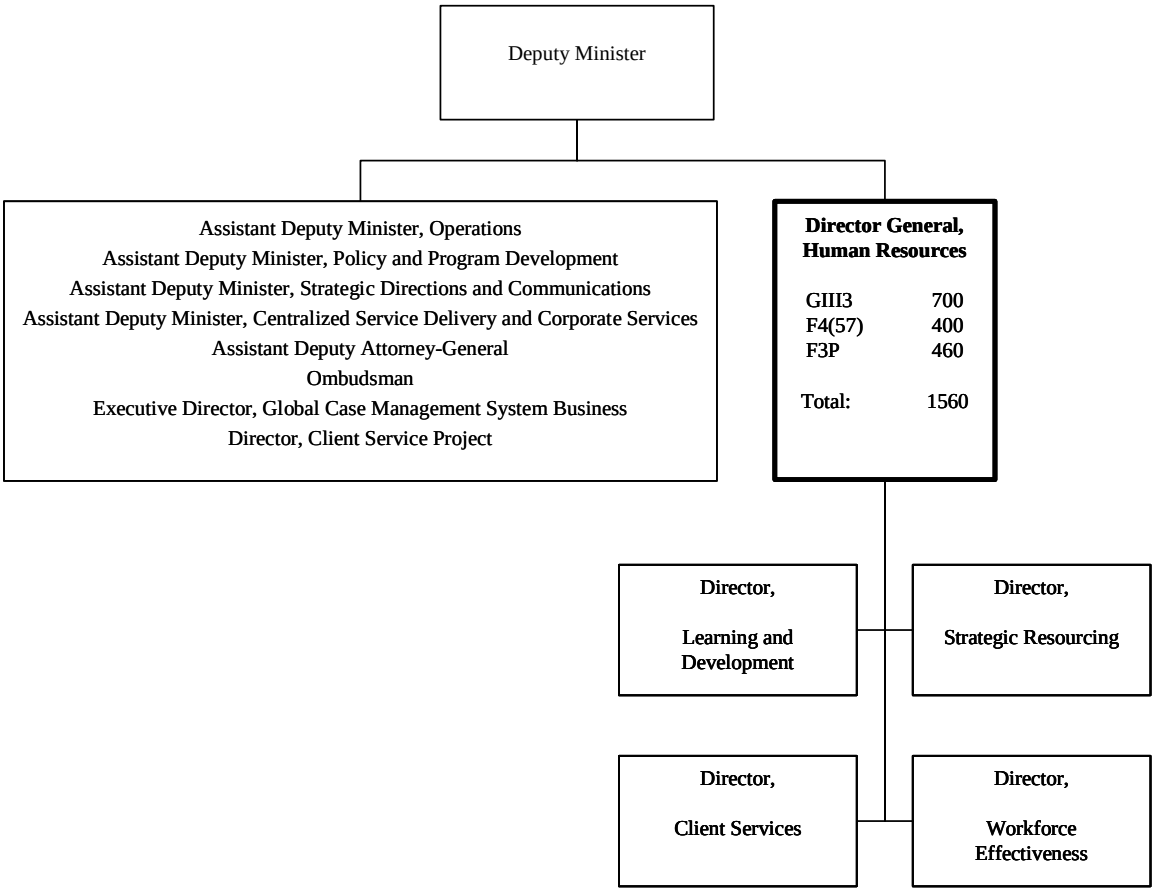
3P The position has a primary impact on HR activities, represented by a proxy of $1.96 million (constant) of the annual operating budget and a strong influence on all HR activities in the Department, as represented by a payroll of $34.7 million (constant).

460 High number reflects the reporting relationship of the position, its total overall contribution to and accountability for both domestic and international HR management and their effect on departmental results.

SUMMARY

GIII3	700	F4(57)	400	F3P	460	=	1560	A1

DIRECTOR GENERAL
HUMAN RESOURCES
NUMBER: 7 – N – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-N-1

POSITION TITLE: Director General, Regional Civilian Human Resources Services

GENERAL ACCOUNTABILITY

Is accountable for developing, recommending and directing the implementation of the Civilian Human Resources Program Service Delivery Framework in support of Canadian Forces and Departmental operations.

ORGANIZATION STRUCTURE

This is one of three positions at the second managerial level reporting to the Assistant Deputy Minister, Human Resources—Civilian. The other two are Director General, Civilian Human Resources Strategies and Development; and Director General, Employee Relations.

Specific functions of the senior positions reporting to the Director General, Regional Civilian Human Resources Services, are as follows:

Six (6) Directors, Civilian Human Resources Service Centres (Pacific, Prairies, Ontario, Quebec, Atlantic, National Capital Region), (staff ranges from 50 to 160) are each responsible for planning, organizing and managing the provision of civilian human resource administration support services within the assigned geographical area; contributing to the policy and procedural framework development responsibilities of the Human Resources—Civilian Branch; and providing leadership for inter-regional human resources initiatives as assigned by the Director General, Regional Civilian Human Resources Services.

Senior Human Resources Advisor is responsible for researching human resources issues and providing analyses and recommendations to the Director General and to the Division management team.

NATURE AND SCOPE

The Department of National Defence and the Canadian Forces are responsible for defending Canada, its interests and its values, while contributing to international peace and security. The Canadian Forces are called upon to fill three major roles: protecting Canada, defending North America in cooperation with the United States of America, and contributing to peace and international security. The Department and the Canadian Forces are two distinct organizations under one Minister. They operate in a cohesive fashion to ensure that the Canadian Forces

can fulfill its mandate. The human resources function is different for public servants and military personnel, with the Assistant Deputy Minister, Human Resources—Civilian being responsible for development and delivery of the human resources program as it applies to civilian employees.

Within this decentralized and complex organization, where most Public Service occupational groups and categories are represented, the Director General, Regional Civilian Human Resources Services, is responsible for planning and managing service delivery in compliance with Public Service human resource management legislation, policies and frameworks. The incumbent provides national leadership for developing and managing the operational delivery of the civilian human resources program, which encompasses advisory and support services across the full range of human resources activities (resourcing, classification, staff relations, compensation, official languages, employment equity and learning) that are delivered through six regional Civilian Human Resources Service Centres, which in turn have sub-offices co-located with client organizations.

A major challenge facing the Director General is to provide national leadership in developing strategies and approaches to integrate civilian service delivery with that of the military. The cultural and operational differences of both components, the dynamism of the Department as a whole and the emphasis on results rather than on process complicate the task of ensuring appropriate linkages for the numerous sub-disciplines of human resources management.

The Director General develops the service delivery framework to ensure consistent delivery of services across all regions by fully trained and qualified staff. The incumbent develops strategies and approaches to enhance the business approach and client service orientation of the Service Centres while recognizing fiscal realities.

The Director General identifies and addresses emerging operational issues, especially in the area of staff relations, in conjunction with corporate functional authorities and regional staff to provide information, advice and solutions. The incumbent provides advice and guidance to client managers on organizational changes, staff relations, resourcing strategies and other human resources areas to help balance the need to meet operational targets with the need to develop a healthy work environment.

Another significant challenge facing the Director General is to manage a decentralized organization with a high client-service focus. Significant issues that require strong communication and management skills to resolve are dealt with within and across regions. The incumbent is responsible for ensuring the integrity and credibility of the program while maintaining the balance between service and control.

The Director General sits on the Civilian Management Committee, as well as on the Senior Human Resources Management Committee, and works closely with colleagues to provide input to the development of human resources policies and initiatives; to develop recommendations and solutions that consider the views, interests and concerns of client managers; and to provide analysis of and input to visionary approaches for managing human resources in both the Department and the Canadian Forces.

DIMENSIONS (Constant Dollars)

Division:	FTEs:	530
	Operating budget:	$3.9 million
Department:	Civilian staff:	21,000
	Civilian salary budget:	$129.2 million

SPECIFIC ACCOUNTABILITIES

1. Develops and manages the operational delivery of the human resources management program to ensure that operational services are in place to support the management of civilian personnel and are operating at a high standard.

2. Ensures that the operational human resources services of the Department lead and participate in the development and implementation of the most appropriate human resources policies, practices and systems, and that they have the capacity to adapt to the changing needs of both managers and employees.

3. Improves the efficiency and effectiveness of human resources operational services by ensuring that the client-focused orientation emphasizes the advisory and partnership aspect of the relationship with client managers.

4. Improves the quality of services to client managers by developing effective communications links between functional staff in the regions and at headquarters.

EVALUATION RATIONALE

Director General, Regional Civilian Human Resources Services

KNOW-HOW

F Extensive knowledge of legislation and regulations governing human resources management in the Public Service; thorough knowledge of departmental human resources and administrative policies and activities, both civilian and military; and in-depth knowledge of departmental and Canadian Forces organization, chain of command, mandate and objectives.

III Conceptual input to human resources policy development and development of the service delivery framework for their implementation; and centralized planning, management and direction of civilian human resources services to all parts of the Department and the Canadian Forces.

3 Critical level of human resources skills required to ensure the consistent application of the service delivery framework across all regions; to provide direction and guidance to subordinate managers; to provide advice to the Assistant Deputy Minister and corporate functional areas on operational issues; and to provide advice to client managers.

608 Higher rating reflects the Department-wide direction of the delivery of the full range of human resources functions, the skill associated with leading change in a culturally diverse organization, and the managerial expertise required to direct the work of Civilian Human Resources Service Centres to meet the needs of civilian and military managers.

PROBLEM SOLVING / THINKING

F Thinking within broadly defined policies, principles and goals, manages a service delivery framework for the provision of the full range of human resources services.

4 Adaptive thinking required to develop and implement innovative solutions to support and advance the introduction of new business processes; provide input to human resources policy development; and develop and implement solutions to sensitive problems, particularly as they relate to alternative service delivery initiatives.

(57) 350 Higher percentage reflects the requirement of the position to provide operational perspective to corporate entities at the policy level.

ACCOUNTABILITY / DECISION MAKING

F Under the general direction of the Assistant Deputy Minister, Human Resources—Civilian, is responsible for providing national leadership to integrate civilian service delivery with that of the military.

3P Primary impact on the delivery of civilian human resources services across the Department, as represented by a salary and operating budget of $3.9 million (constant).

400 Mid-range number reflects the level of discretion in dealing with sensitive human resources issues and the national leadership role that the incumbent plays in enhancing the business approach and client service orientation of departmental civilian human resource services as represented by the civilian salary envelope.

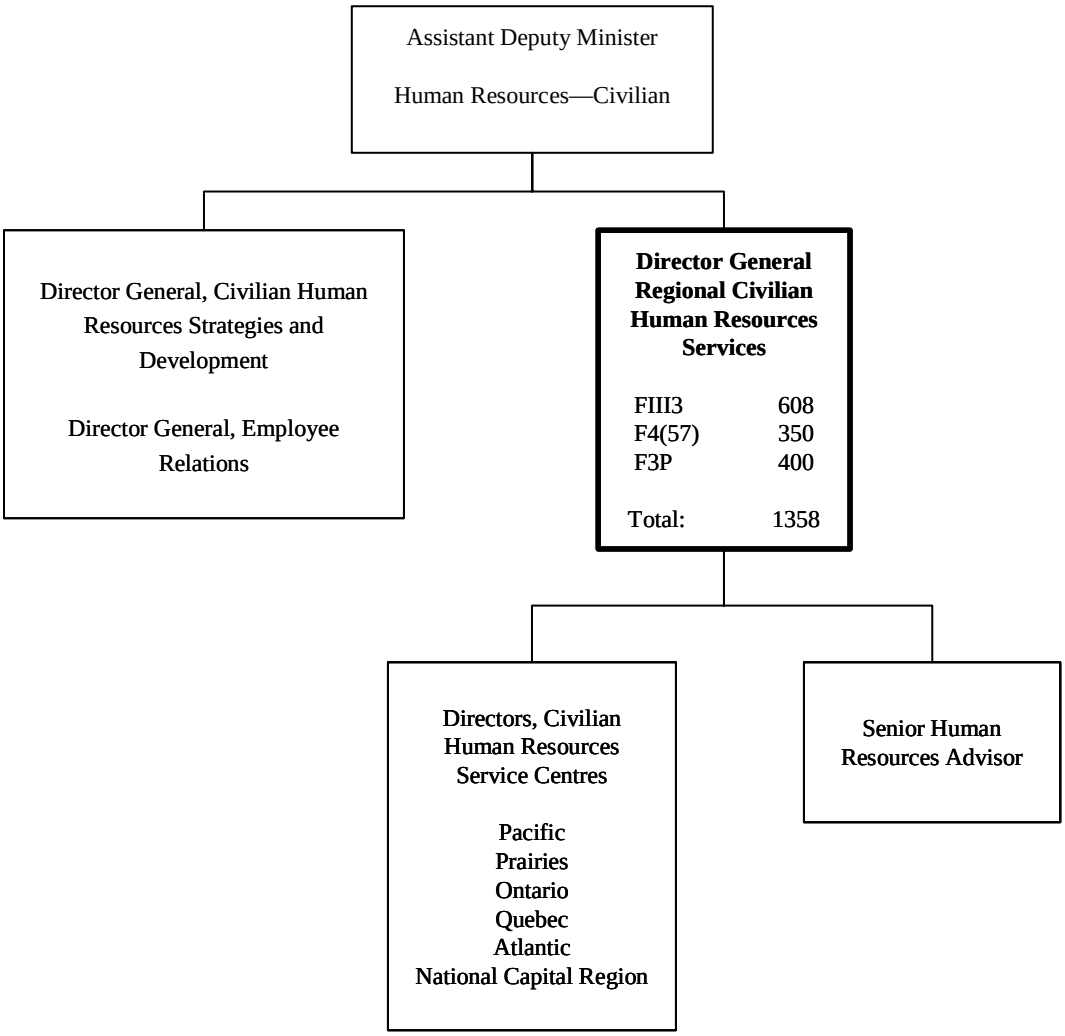
SUMMARY

FIII3	608	F4(57)	350	F3P	400	=	1358	A1

DIRECTOR GENERAL

REGIONAL CIVILIAN HUMAN RESOURCES SERVICES

NUMBER: 6 – N – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-N-2

POSITION TITLE: Director General, Human and Corporate Services

GENERAL ACCOUNTABILITY

Is accountable for providing corporate leadership in formulating and implementing policies, plans, guidelines, standards, processes and procedures to integrate human resources, material management, accommodation, information management, electronic information, security and access to information into a comprehensive quality approach to service delivery that supports the achievement of the Department's strategic and operational goals.

ORGANIZATION STRUCTURE

This is 1 of 10 positions reporting at the first managerial level to the Deputy Minister. The others are the five Regional Assistant Deputy Ministers; the Director General, Finance; the Special Assistant to the Deputy Minister; and two Executive Assistants.

Specific functions reporting to the Director General, Human and Corporate Services, are as follows:

Chief, Human Resources, (staff of 17) formulates and integrates human resources management policies and processes into departmental management practices to support the achievement of the Department's strategic and operational goals; develops and directs the implementation of strategies, plans, processes and guidelines for the management of human resources, including all human resources planning activities across the Department; designs, develops, implements and maintains human resources management information systems; plans, develops, administers and monitors policies, processes and procedures for the Department in all areas of human resources; and identifies and responds to the developmental needs of employees.

Chief, Corporate Services, (staff of 3) plans, develops and implements policies, guidelines and procedures for office allocation and planning, asset management and facilities maintenance; establishes and maintains centralized procurement and contracting services, departmental security and access to information; manages the central registry; and provides internal and external mail and messenger services.

Chief Information Officer (staff of 3) plans, develops and implements policies, guidelines and procedures for effective and innovative approaches to collecting, storing, accessing, sharing and disposing of the Department's information

resources; plans, organizes and delivers library and other information-related research services; and establishes and maintains centralized Internet and intranet services and other electronic tools.

Chief, Informatics, (staff of 5) develops and coordinates the implementation of strategies, plans, processes and guidelines to design, develop and maintain corporate administrative and program information systems, including systems architecture, infrastructure technology, secure local and wide-area networks, and security; develops new approaches to systems design and applications supporting Department-wide integration of data and information management; and provides advice on and represents the Department's interests in those matters.

NATURE AND SCOPE

The Department has a wide-ranging mandate for advocating western Canadian interests in the development of national economic policy and promoting economic diversification in the four western Canadian provinces. The Department's primary focus has shifted from providing direct financial assistance to firms to providing integrated business services. These services are delivered through a head office in Edmonton and offices in Winnipeg, Saskatoon, Regina, Calgary and Vancouver. The Department now offers diverse business services with many goals, including the promotion of innovation; the creation of a single-window site for business information in western Canada; the diversification of the resource-dependent western Canadian economy; and programs for groups in the regional economy, such as women, Aboriginal people and entrepreneurs who are disabled or who live in remote communities.

It is in this context that the Director General, Human and Corporate Services, provides corporate leadership for the development and implementation of corporate policy frameworks to guide the planning and delivery of a broad range of corporate functions that are central to the achievement of the Department's mandate.

The Director General provides professional advice to the Deputy Minister and all levels of departmental management on the availability and effective use of human, material and information management and information technology resources in relation to present and proposed activities; operational planning and control processes; general management practices; and the human resource implications of management decisions at both the planning and operational stages. The incumbent is also responsible for planning and providing administrative support services in the areas of telecommunications, libraries, mail and distribution, environmental health, and safety and security. The incumbent is responsible for overseeing the development and implementation of the Department's Access to Information Program.

As the Department's senior human resources management officer, the Director General is the principal advisor to the Deputy Minister on the effective use of resources throughout the Department and on the management of human resources issues. The Director General provides advice on and manages the delivery of comprehensive and integrated services that support the recruitment, retention and development of the Department's management and professional groups. In this role, the incumbent is required to manage programs and provide advice to ensure that the Department has the executive capacity to achieve its strategic objectives and operational goals.

The Director General provides corporate leadership in developing and coordinating the preparation of planning frameworks and documents to meet the Department's accommodation requirements with the most cost-effective use of funds. The incumbent develops plans that are consistent with the life-cycle management philosophy. The incumbent also provides corporate leadership in the acquisition, renewal, disposal and management of all real property assets, facilities and office space that are used by the Department. The incumbent manages and negotiates tenant service agreements to provide a total quality environment, creating a productive workplace for employees in the most cost-effective manner.

The Director General develops, implements and monitors corporate policies, guidelines, systems, processes and procedures for a number of critical sustaining services including procurement, supply and distribution, material inventory control, tendering, the awarding and administration of service and consulting contracts, voice and data telecommunications, and teleconferencing.

The Director General provides corporate leadership for the development and delivery of information products to serve business clients across western Canada, other government organizations and internal departmental clients. The fundamental requirement is ensuring that information and intelligence products facilitate enhanced Canadian competitiveness and growth in the global economy. The incumbent is responsible for directing the planning, implementation and management of the information technology infrastructure required to manage and deliver these products and to provide information technology, and informatics and telecommunications services to the Department.

The Director General is the principal advisor to the Deputy Minister on all matters concerning the effective allocation and use of the Department's human and material resources. The incumbent plays a critical role in assessing the policy and program opportunities and constraints associated with maintaining current program initiatives and establishing new ones. The incumbent develops and maintains state-of-the-art reporting systems, conducts detailed analyses of resources allocated and required in order to provide objective advice that will help the Department optimize its investment in new programs and services and ensure the fairness and probity of resource allocation and management.

The Director General is the Department's representative with central agencies for all matters related to human resources, material and information management. The incumbent is in frequent contact with senior officials of the Treasury Board Secretariat, the National Archives and the Office of the Auditor General in order to represent the Department's concerns related to the functional responsibilities of the position. The incumbent interprets and adapts central agency policies for the Department and participates in the development of innovative management policies that will benefit the entire Public Service.

DIMENSIONS (Constant Dollars)

FTEs:	30
Operating budget:	$981,000

SPECIFIC ACCOUNTABILITIES

1. Ensures the development and monitors the implementation of corporate policy and planning frameworks to define and support the Department's strategic vision in delivering cost-effective resource management programs and services.

2. Provides authoritative advice to the Deputy Minister and to senior departmental staff on strategic human resources, material and information matters to support the cost-effective delivery of the Department's programs and services; and provides a departmental focal point for streamlining and re-engineering internal management and administrative processes and systems.

3. Ensures the development of cost-effective policies, strategies, criteria, guidelines, processes and procedures in order to implement innovative and effective human resources, material and information services that will maximize the Department's investment and support the achievement of its strategic and operating goals.

4. Directs the implementation, maintenance and management of the corporate informatics, telecommunications and information technology architecture and framework, the establishment of the corporate information management framework, and the operation of strategic business information products.

5. Represents the interests and concerns of the Department regarding effective human resources, information and material management matters in a variety of fora.

EVALUATION RATIONALE

Director General, Human and Corporate Services

KNOW-HOW

G Mastery of the principles and practices in all disciplines related to human resources management, information management and information technology purchasing, supply, accommodation, property management, safety and security, and records management; professional knowledge of government and departmental priorities, policies and programs related to the economic development of western Canada; and professional knowledge of policies and programs and of central agency directives to enable the delivery of integrated management services.

III Conceptual and operational management of corporate functional activities required to foster a positive work environment in advancing the strategic objectives and operational goals of the Department.

3 Critical human relations skills are required to promote sound management policies and practices in support of departmental strategic objectives.

608 Lower number is indicative of the level of professional and managerial expertise required to manage a number of management services to support the strategic priorities and program goals of an operationally homogeneous organization.

PROBLEM SOLVING / THINKING

F Thinking is done within the framework of government priorities, departmental mandate and strategies, functional policies and goals in the development of policies, strategies and approaches to provide corporate management services in a number of infrastructure support fields.

4 Position provides common and coordinated management services; requires analytical and constructive thinking to develop and enhance operational systems and action plans to streamline and re-engineer internal management processes and systems in keeping with government and departmental objectives.

(57) 350 Higher percentage reflects the challenges associated with the integration of human resources and management services and programs into the delivery of the Department’s programs and services.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Deputy Minister, the Director General is responsible for developing strategies, approaches and initiatives to develop and foster effective human resources and corporate management policies and practices in order to maximize the Department's investment and support the achievement of its strategic and operating goals.

2P The position has direct control over the delivery of departmental management services. The proxy selected is an operating budget of $981,000 (constant).

350 High number is representative of the position's corporate infrastructure role, its hierarchical placement and the size of the budget.

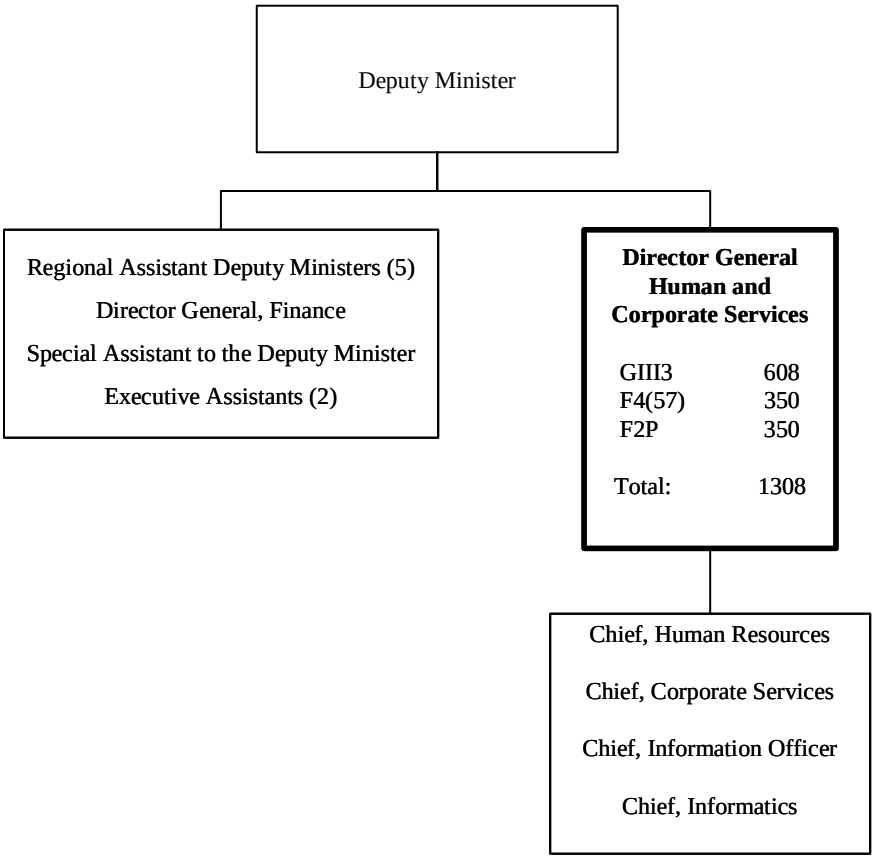
SUMMARY

GIII3	608	F4(57)	350	F2P	350	=	1308	0

DIRECTOR GENERAL

HUMAN AND CORPORATE SERVICES

NUMBER: 6 – N – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-N-1

POSITION TITLE: Director, Civilian Human Resources Service Centre, National Capital Region

GENERAL ACCOUNTABILITY

Is accountable for developing, implementing and managing a regional human resources program to ensure that civilian human resources services respond to the current and future needs and requirements of departmental organizations in the Region.

ORGANIZATION STRUCTURE

This is one of six similar positions at the third managerial level reporting to the Director General, Regional Civilian Human Resources Services.

Specific functions of the positions reporting directly to the Director, Civilian Human Resources Service Centre, are as follows:

Three (3) Civilian Human Resources Managers (total staff of 88), each is responsible for managing teams of Human Resources Generalist Officers and Assistants in the delivery of comprehensive human resources services and advice in the areas of recruitment, resourcing, workforce adjustment, classification, staff relations and performance management.

Compensation Manager (staff of 55) is responsible for managing a consolidated compensation service to ensure that employees receive the pay and benefits to which they are entitled.

Learning and Career Centre Manager (staff of 13) is responsible for managing the provision of learning and career counselling services at assigned centres located throughout the Region.

Civilian Human Resources Manager (staff of 4) is responsible for managing a team of regional subject-matter experts who provide operational advice, support and training to Human Resources Generalists and Managers; developing regional recommendations on sensitive or contentious issues; and representing regional perspectives with corporate functional authorities at headquarters.

Management Services Officer (staff of 2) is responsible for coordinating the financial, informatics, accommodation and problem-solving requirements of the group.

Organizational and Effectiveness Development Officer is responsible for coordinating the development of business plans and strategies, as well as other corporate activities, such as Access to Information and Privacy requests.

NATURE AND SCOPE

The Department of National Defence and the Canadian Forces are responsible for defending Canada, its interests and its values, while contributing to international peace and security. The Canadian Forces are called upon to fill three major roles: protecting Canada, defending North America in cooperation with the United States of America, and contributing to peace and international security. The Department and the Canadian Forces are two distinct organizations under one Minister. They operate in a cohesive fashion to ensure that the Canadian Forces can fulfill their mandate. The human resources function is different for public servants and military personnel, with the Assistant Deputy Minister, Human Resources—Civilian being responsible for development and delivery of the human resources program as it applies to civilian employees.

Within this context, the Director, Civilian Human Resources Service Centre, is responsible for providing regional leadership in the development and implementation of strategies, approaches, processes, programs and initiatives to fulfill the human resources management needs of regional managers and employees. The incumbent must ensure that these needs are met in a manner that balances regional military and civilian workforce requirements with departmental and government-wide priorities in the management of human resources.

As the senior human resources professional in the Region, the Director is called upon to lead, participate in and model cultural changes that can move the organization toward developing a de-layered, empowered and accountable management style where the emphasis is on results rather than on process. The incumbent is also called upon to stimulate changes in the corporate culture to be more responsive to the unique and evolving operational needs of the client base. In addition, the Director is called upon to participate actively in and often lead human resources initiatives with interdepartmental groups, federal councils and the joint career transition committees.

A major challenge facing the Director is to develop a consistent departmental human resources management culture among the distinct operational organization units in the Region. The incumbent must understand the managerial, organizational and operational challenges faced by each of the clients in order to balance their needs and priorities within the broader Department-wide context. While client satisfaction is paramount, service delivery must also comply with legislation and

federal central agency regulation and policy directions, as well as with numerous collective agreements.

Another significant challenge for the Director is to provide leadership in developing strategies and approaches to integrate civilian service delivery with that of the military where feasible. The cultural and operational differences of both components, the dynamism of the Department as a whole and the emphasis on results rather than on process complicate the task of ensuring appropriate linkages for the numerous sub-disciplines of human resources management.

The Director acts as an agent of change in developing and providing advice to enhance the capacity of delegated regional managers to develop short- and medium-term human resources plans to meet their current and projected operational needs. This is further complicated by the frequent rotation of military managers, who supervise civilian personnel and require substantial support in exercising newly delegated human resources management accountabilities.

While subordinate specialists and generalists recommend or implement actions, the Director is frequently called upon to resolve complex or politically sensitive issues and to approve actions of a contentious nature. The incumbent provides managers with advice and counsel on a broad spectrum of human resources issues and ensures that the regional perspective is brought to bear on national human resources management issues affecting the entire Department.

The Director frequently meets with senior executives across the Region, and senior regional representatives of central agencies and unions to negotiate the resolution of issues and to prevent their escalation to a national level. Employees are represented by a variety of unions and professional associations, some of which are Department-specific. Regional consultation sessions between union representatives and management are held regularly. The incumbent is also frequently tasked with chairing or participating in regional or national committees addressing improvement and innovation to human resources policy, programs or operations.

DIMENSIONS (Constant Dollars)

FTEs:	163
Operating budget:	$1.1 million
Region—Civilian staff:	6,000
Civilian salary budget:	$36.9 million

SPECIFIC ACCOUNTABILITIES

1. Leads the development and implementation of strategies, approaches, processes, programs and initiatives to fulfill the human resources management needs of regional managers and employees.

2. Develops regional management awareness of government and departmental human resources management priorities and provides regional leadership in the integration of civilian human resources service delivery with that of the military to streamline services and to support the implementation of a consistent departmental human resources management culture.

3. Participates in the development of the national human resources management strategy and program by identifying areas for improvement and ensuring that the regional perspective is represented at the national level.

4. Leads cultural change initiatives in the Region as they emerge from human resources reform toward a renewed, integrated, responsive, client-driven human resources function.

5. Provides leadership in planning, organizing, directing and evaluating the work of the Civilian Human Resources Service Centre to ensure the cost-effective delivery of all human resources management services to civilian employees and to civilian and military managers of the Region’s various components.

EVALUATION RATIONALE

Director, Civilian Human Resources Service Centre, National Capital Region

KNOW-HOW

F Extensive knowledge of legislation and regulations governing all human resources functions in the Public Service; thorough knowledge of departmental human resources and administrative policies and activities as they affect the operations of the Department in the Region; knowledge of the Region's program activities and challenges and of Canadian Forces base structures, operations and requirements.

III Conceptual and operational management of the delivery of comprehensive, extensively delegated, civilian human resources programs and services dispersed throughout the Region.

3 Successful achievement of objectives requires the incumbent to work effectively with senior Department and Canadian Forces managers and commanders, as well as with unions, to provide regional leadership in the integration of civilian and military human resources service delivery.

460 Lower number reflects the regional operational nature of the job and the strategic role in aligning regional realities, needs and activities with departmental priorities and planning guidelines.

PROBLEM SOLVING / THINKING

E Thinking is done within policies and precedents established by central agencies and departmental corporate policies, regulations, priorities and strategies.

4 Analytical, constructive and integrative thinking is required in the context of ongoing human resources management reform. Challenges include the need to integrate divergent cultures and priorities into a cohesive approach to service delivery, in line with corporate plans and priorities.

(50)
230 High percentage reflects the position's role as an agent of change, aligning regional realities with departmental objectives, harmonizing military and civilian policies and processes and stimulating attitudinal and behavioural changes toward an empowered and accountable management style.

ACCOUNTABILITY / DECISION MAKING

E The work is subject to broad practices, policies and procedures from functional corporate authorities for the delivery of services to client managers.

3P Primary impact on Regional Human Resources Service Centre activities as represented by an operating budget of $1.1 million (constant).

264 Mid-range number reflects the solid impact the position has on the primary budget and recognizes the contribution the position makes to the effective management of human resources in the Region as represented by the civilian human resources salary budget.

SUMMARY

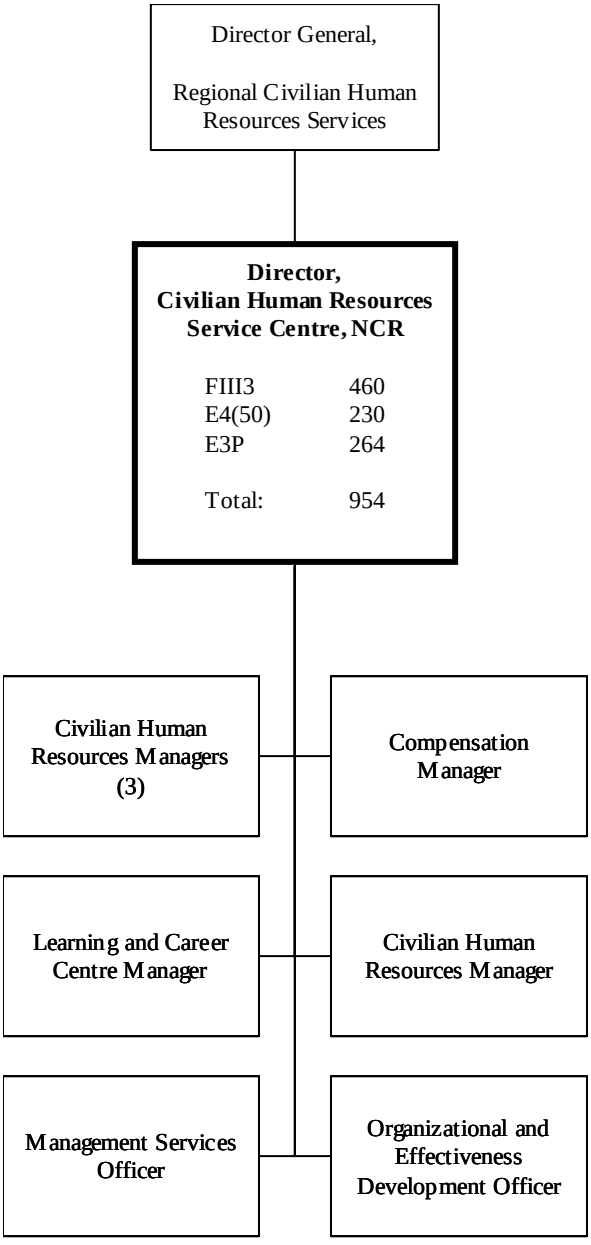
FIII3	460	E4(50)	230	E3P	264	=	954	A1

DIRECTOR

CIVILIAN HUMAN RESOURCES SERVICE CENTRE,

NATIONAL CAPITAL REGION

NUMBER: 4 – N – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-N-2

POSITION TITLE: Regional Manager, Human Resources

GENERAL ACCOUNTABILITY

Is accountable for the development, implementation and management of a regional human resources program to ensure that services respond to the current and future needs of departmental organizations in the Region.

ORGANIZATIONAL STRUCTURE

This is 1 of 13 positions at the third level reporting to the Director General, Regional Human Resources Operations. The others are 9 Regional Managers, Human Resources; Chief, Regional Human Resources Operations/Coordination; Chief, Regional Human Resources Operations/Administration; and Chief, Counselling, Research and Fitness.

Specific functions of the positions reporting directly to the Regional Manager, Human Resources (RMHR), are as follows:

Manager Pay and Benefits, (staff of 17) is responsible for managing and coordinating activities involving processing and providing information on pay and benefits.

Head, Operations Unit 1, (staff of 19) is responsible for providing a comprehensive human resources service to Regional Operations, including district offices, in areas such as classification, staffing and human resources services, to approximately 1,400 employees.

Head , Operations Unit 2, (staff of 5) is responsible for providing complete service to the Region, including a number of specialized sites, in the areas of classification and staffing.

Head, Operations Unit 3, (staff of 5) is responsible for providing complete service to specialized units in the Region in the areas of classification and staffing.

Regional Staff Relations (staff of 4) is responsible for overseeing employee/employer relations, the administration of collective agreements, and union/management committees.

Regional Human Resource Planning Officer (staff of 3) is responsible for the development and implementation of human resources and career planning.

Regional Training Officer (staff of 3) is responsible for the planning, coordination and assessment of the regional training program.

Regional Official Languages Officer is responsible for the application of the Official Languages Act and associated regulations, and the administration of language testing.

Regional Counsellor is responsible for developing and maintaining a comprehensive employee assistance program.

Employment Equity Coordinator (staff of 2) is responsible for the administration of programs targeted at disadvantaged groups.

Occupational Health and Safety Officer (staff of 2) is responsible for the application, inspection and training of managers and employees in the Region.

NATURE AND SCOPE

The Human Resources Branch in Vancouver operates under a decentralized system of human resources administration and provides services to approximately 3,000 employees in a variety of locations across the Region, including a number of specialized sites.

The RMHR plans, organizes and directs the provision of human resources services to all components of the Department in the Region. These services must respond to varied current and future needs while complying with legislation, central agency policies and regulations, departmental directives and policies, as well as numerous collective agreements, including those of bargaining agents that are not exclusive to the Public Service, such as the International Brotherhood of Electrical Workers.

The RMHR is directly responsible for the deployment and management of the resources allocated to the Branch and for providing advice and human resources services to management that contribute to the maximization of the Region's human resources. The incumbent must keep abreast of significant changes in central agency human resources strategies and policies, as well as collective agreements, in order to inform the management clientele of all important changes affecting the human resources aspects of operations.

Approximately 98% of the staffing and 96% of the classification workload and decisions are delegated to the Region. (In fact, all non EX staffing and classification is delegated.) Although grievance procedures are outlined in policy, the advice to managers at the early stages of the grievance procedure can have national impact. The RMHR must develop the appropriate strategy in providing

advice on and monitoring labour disruptions and complex discipline cases. The Department's programs in the Region are operational at all times, with no interruptions, and labour relations issues can and do arise at any time, and require immediate response. The RMHR ensures the development and maintenance of consistent and equitable union/management relations necessary to maintain a stable and productive employer/employee relationship. During labour disputes when employees withdraw their services, the incumbent directs the establishment and operation of a comprehensive and highly efficient communications system with management in order to monitor the situation at all times and provide timely advice.

Another major challenge of this position is to promulgate an integrated approach to human resources service delivery in the Region, so that functions are compatible with one another and are mutually supportive. The approach should ensure that, for example, classification actions do not slow down the process to the detriment of staffing. The RMHR ensures the effective implementation of modernized approaches to the delivery of human resources services so as to increase speed, quality and efficiency of services and build strong working partnerships with client managers.

The RMHR identifies the immediate and long-term needs of management and initiates the appropriate means to meet those needs. These means can include redeployment of staff or the development of special programs, such as training and publishing brochures or handbooks. The RMHR must ensure that departmental development programs for career progression are implemented and enhanced effectively in the Region.

The RMHR has regular contact with senior departmental officials to discuss and recommend resolutions for a variety of issues relating to the functions and responsibilities of the Branch; with the Regional Director, Public Service Commission, to clarify or resolve staffing problems or to deal with Public Service Commission investigations; and with the Manager, Regional Pay Office, Public Works and Government Services Canada, to resolve pay problems, such as issues dealing with superannuation and isolated post pay regulations.

DIMENSIONS (Constant Dollars)

FTEs:	Region	3,000
	Division	66
Operating budget:	Region	$8.6 million
	Division	$630,000

SPECIFIC ACCOUNTABILITIES

1. Organizes, directs and coordinates the activities of the Human Resources Branch in the Region.

2. Advises managers in the Region on human resources policies and practices and contributes to the maximization of the Region's human resources.

3. Directs the development and dissemination of guidelines and other information material in order to help management understand and use the facilities and services of the Human Resources Branch.

4. Controls the use of human and financial resources to ensure that expenditures remain within allocations and that deviations are approved, by allocating resources, approving requisitions, and analysing the need for new or additional expenditures.

5. Ensures the development and maintenance of equitable union/management relations in the Region.

6. Promulgates an integrated approach to human resources service delivery in the Region in order to facilitate management's dealing with human resources issues.

EVALUATION RATIONALE

Regional Manager, Human Resources

KNOW-HOW

F Extensive knowledge of legislation and regulations governing all personnel functions in the Public Service; and thorough knowledge of departmental policies and activities as they affect the Department's operations in the Region.

II Coordination of services provided to line managers with specific and differing requirements.

3 Successful achievement of objectives requires the incumbent to deal with senior managers and individual employees.

460 Highest number reflects the complexity of the different operational requirements that must be met, especially staff relations, compensation and recruitment of highly skilled staff to operate 24 hours a day, 365 days a year.

PROBLEM-SOLVING / THINKING

E Thinking takes place within policies and precedents established by central agencies and by departmental policies and regulations.

4 Analytical and constructive thinking is required to reconcile local managerial requirements with service-wide and departmental policies and procedures.

(43) 200 Solid percentage reflects the well-defined human resources policies and procedures framework.

ACCOUNTABILITY / DECISION MAKING

E Direction is provided by headquarters for all policies and procedures to which program implementation is closely linked.

2P The position has a primary impact on regional human resources programs. The proxy selected to represent these programs is an operating budget of $630,000 (constant).

230 High number reflects the strong influence on the use of the Region's total human resources (3,000 FTEs) and the size of the budget.

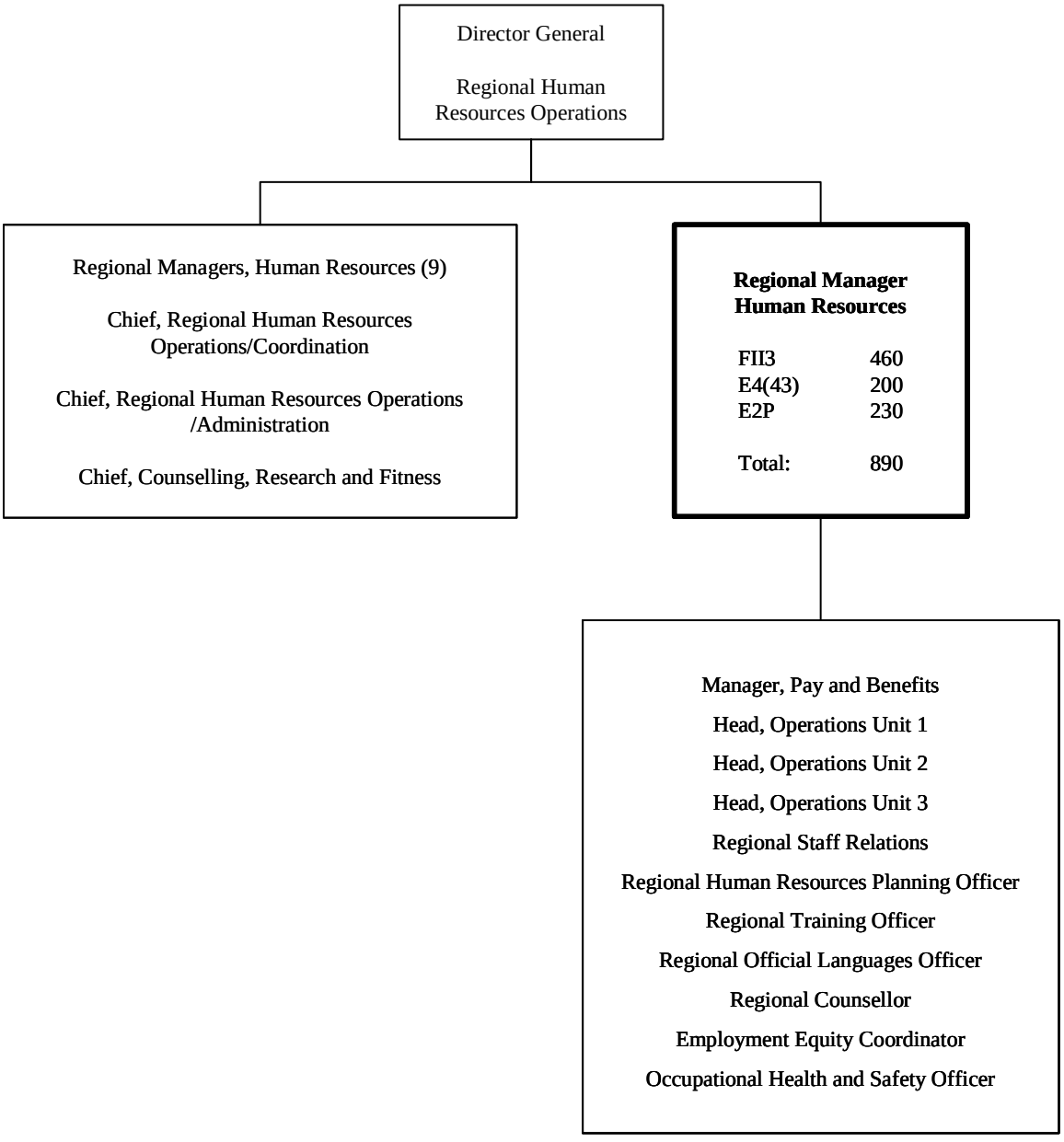
SUMMARY

FII3	460	E4(43)	200	E2P	230	890	A1

REGIONAL MANAGER

HUMAN RESOURCES

NUMBER: 4 – N – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 8-O-1

POSITION TITLE: Assistant Commissioner, Corporate Services

GENERAL ACCOUNTABILITY

Is accountable for providing corporate leadership in formulating and implementing policies, plans, guidelines, standards, processes and procedures in order to integrate financial and materiel management, accommodation, information management and electronic information technologies into a comprehensive quality and continuous learning approach to service delivery that supports the achievement of the Department's strategic and operational goals.

ORGANIZATION STRUCTURE

This is 1 of 15 positions at the first managerial level reporting to the Commissioner (Deputy Minister). The others are Senior Deputy Commissioner; five Regional Deputy Commissioners (Atlantic, Quebec, Ontario, Prairies and Pacific); Deputy Commissioner, Women; Assistant Commissioner, Operations and Programs; Assistant Commissioner, Performance Assurance; Assistant Commissioner, Communications; Executive Director, Corporate Secretariat; Assistant Commissioner, Human Resources; Assistant Commissioner, Policy, Planning and Coordination; and Senior General Counsel.

Specific functions of the senior positions reporting to the Assistant Commissioner, Corporate Services, are as follows:

Comptroller (staff of 101) is responsible for planning, developing and implementing strategies, frameworks and approaches to ensure the integrity of financial, materiel and contract management; promoting and implementing modern comptrollership; and providing authoritative advice to all levels of departmental management in the Service.

Director General, Information Services and Technologies, (staff of 136) is responsible for developing and coordinating the implementation of strategies, plans, processes and guidelines required to design, develop and maintain secure corporate administrative and program information systems; developing new approaches to systems design and applications to support the integration of data and information management that fosters a client-focussed business culture and establishes the required linkages with clients; and providing specialized professional services and authoritative advice to senior Service management.

Director General, Facilities, (staff of 29) is responsible for developing strategic plans for managing the Service's real property management portfolio and the capital construction program; developing the policy framework and technical (construction) standards related to facility planning, design review/monitoring and construction project management; and providing expert technical advice to senior management on all matters related to architectural and engineering services, construction project management and real property.

Director General, Technical Services, (staff of 45) is responsible for directing the Service's planning and maintenance activities related to real property custodial holdings, including developing and monitoring policies and providing centrally pooled technical and professional services; providing procurement/contracting services for major capital projects; managing the direct delivery within national headquarters of a comprehensive range of administrative support services, including translation and editing, mail, supplies procurement, inventorying, distribution, shipping and receiving, records management, building maintenance, telephones, and equipment repairs.

Director, Offender Management System (OMS) Renewal, (staff of 19) is responsible for planning, development, implementation and support throughout the migration period of the new Offender Management System, which is the key departmental business operational system used to record and manage all activities related to offenders; and building and managing a core technical team to effect the OMS migration and to ensure its ongoing operation.

NATURE AND SCOPE

Correctional Service Canada (CSC), as part of the criminal justice system and respecting the rule of law, contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

CSC operates under three levels of management: national, regional and institutional / district parole office. The national headquarters in Ottawa performs overall planning and policy development, while each of the five regional offices implements departmental activities in facilities in its respective region.

In this context, the Assistant Commissioner, Corporate Services, is called upon to provide corporate leadership for strategic initiatives that address the corporate challenges of reducing costs and improving administrative processes in order to further the efficiency and effectiveness of CSC's efforts to achieve its strategic and operational goals.

The Assistant Commissioner is the senior adviser to the Commissioner and other senior managers on all matters related to financial, real property, materiel and information management. In this capacity, the incumbent is responsible for

developing and implementing a wide range of strategic and operational planning frameworks, and tracking and reporting systems to ensure that the Commissioner and senior management are provided with timely and accurate information and analysis upon which to base major decisions affecting all program and service-delivery activities.

As a member of the departmental management team, the incumbent contributes to the formulation of long-term strategies, objectives and policies in support of the Department's overall mandate. This responsibility requires the incumbent to advise on proposals for changes to policies or programs and their implications for financial, materiel or information resource management.

The Assistant Commissioner ensures that financial management plans, policies and procedures are aligned with CSC's ever-evolving business needs. The incumbent sets the financial framework and directs the administration of multiple service agreements and cost-sharing arrangements with other jurisdictions in order to accommodate offender needs for professional services (spiritual, psychiatric, health care, counselling, etc.). The incumbent sets the policies and procedures required to manage the financial affairs of several small businesses operated across CSC in order to develop inmate job skills, ranging from furniture manufacturing to commercial painting and farming. The departmental financial framework must also identify the unique requirement to provide financial services to inmates (i.e. inmate pay and banking).

The Assistant Commissioner is responsible for ensuring the effective and efficient management of the Service's substantial and varied real estate holdings, ranging from traditional office structures to specialized buildings (high-security institutions, manufacturing and farming properties, medical and hospital facilities, etc.). The incumbent develops cost-effective plans for the construction of new facilities and the maintenance of existing ones, coordinates the preparation and analysis of real property asset management plans, and provides authoritative recommendations designed to optimize investment in facilities. The incumbent also provides corporate leadership with respect to the management of all major Crown projects related to the construction of facilities.

The Assistant Commissioner represents the departmental information management / information technology (IM/IT) priorities, interests and concerns with the government's Chief Informatics Officer to investigate, evaluate and adopt common administrative and telecommunications systems, and to identify and recommend joint initiatives with other departments in the context of federal IM/IT streamlining initiatives. Working in close collaboration with the CIO, the incumbent has a significant impact on the government's stewardship of its IM/IT resources. This role involves combining state-of-the-art knowledge of IT advances with a focus on client needs. One of the major challenges facing the Assistant Commissioner is the need to develop and implement a corporate computing infrastructure that addresses the need for cost reduction and compliance with government-wide common

standards while meeting ever-increasing demands for access to accurate, reliable information that is secure and that respects the privacy of offenders.

The Assistant Commissioner ensures that CSC's interests are well represented with central agencies and participates in interdepartmental committees and focus groups, providing a unique operational perspective, expertise and advice related to the modernization of financial, contracting and technology approaches and frameworks. As the senior financial officer, the incumbent provides expert advice and makes recommendations to the Commissioner and senior management and participates as a member of the Executive Committee in setting CSC plans, priorities and operational strategies.

DIMENSIONS (Constant Dollars)

FTEs:	330
Branch operating budget:	$14.9 million
Departmental budget:	$241.5 million

SPECIFIC ACCOUNTABILITIES

1. Ensures the development and monitors the implementation of corporate policy and planning frameworks in several key infrastructure areas in order to enhance the capacity of the Service to achieve its strategic vision and operational goals.

2. Provides authoritative advice to the Commissioner and senior management on strategic financial, real property, materiel and information issues and initiatives.

3. Provides a leadership role in the development, implementation and monitoring of policies, strategies, criteria, guidelines, processes and procedures in order to deliver innovative and effective financial, real property, materiel and information services.

4. Provides functional advice and direction on administrative issues to departmental managers and employees at national, regional, district and local levels.

5. Oversees the development of departmental consultation and planning cycles (operational plans and budgets, Multi-Year Operational Plan, Information Management Plan and Information Technology Plan).

6. Represents the Department at meetings with central agencies and with other departments or levels of government when negotiating agreements, funding arrangements or common service arrangements.

EVALUATION RATIONALE

Assistant Commissioner, Corporate Services

KNOW-HOW

G Mastery of the concepts, principles and practices of finance, information systems, property management, contracting, administration and management; knowledge of federal legislation and central agency regulations and policies; in-depth knowledge of Service plans and priorities and of strategic business needs; and in-depth knowledge of government-wide initiatives related to resource management and to the use of technology in order to develop and lead innovative departmental change that contributes to the achievement of government objectives.

IV Coordinates the development of policies, systems and controls in a broad range of financial and administrative functions and services; and provides direction to corporate divisions at the national level, and functional direction to regional organizations and delegated managers.

3 Successful achievement of objectives requires the incumbent to manage and motivate staff, act as a point of contact with central agencies, and participate in and advise executive management committees.

800 The lower number reflects the specialized and managerial know-how required to provide strong corporate leadership in multiple areas.

PROBLEM SOLVING / THINKING

G Thinking is done within CSC's broad operational objectives, plans and priorities, and central agency policies and frameworks.

4 Analytical and constructive thinking is required to adapt government goals and frameworks to policies and programs that support CSC business plans.

(57) 460 Solid percentage reflects a degree of challenge associated with developing innovative CSC-wide approaches in order to meet business needs, while respecting central agency policies and frameworks.

ACCOUNTABILITY / DECISION MAKING

G Reporting to the Commissioner (Deputy Minister), is accountable for developing and managing a wide range of corporate services that support the Service business needs, provide leading-edge technology solutions, and comply with central agency policies and government-wide initiatives.

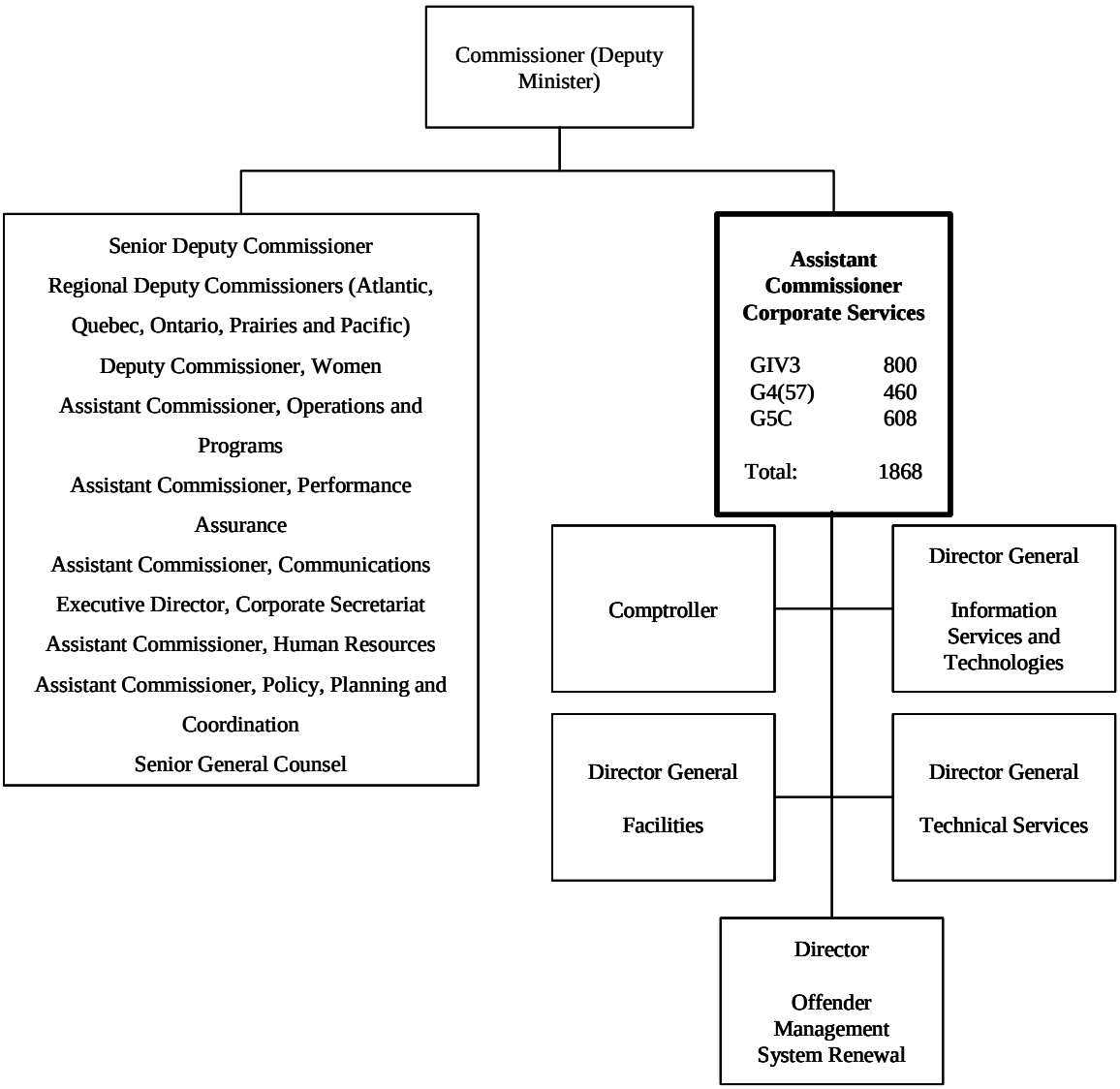
5C As the Department's senior financial officer, the Assistant Commissioner has a strong contributory impact on CSC's resource management activities. The proxy selected to represent this impact is the departmental budget of $241.5 million (constant).

608 Mid-range number reflects the role of the incumbent as the senior financial officer and the strong influence of the position on senior management decisions related to resource management and business operations and processes, the decision-making authority associated with advancing central agency modern comptrollership initiatives, and the significant responsibilities associated with managing multiple services with a large, diverse staff.

SUMMARY

GIV3	800	G4(57)	460	G5C	608	=	1868	A2

ASSISTANT COMMISSIONER
CORPORATE SERVICES
NUMBER: 8 – O – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-O-1

POSITION TITLE: Director General, Corporate Management and Review

GENERAL ACCOUNTABILITY

Is accountable for the design, management and continuous renewal of the Department's management framework to provide the Assistant Deputy Minister, Corporate Services, and the Department's Management Board with information, analysis, options and recommendations to enhance decision making on corporate directions, resourcing and reporting; to enable the Assistant Deputy Ministers and Regional Directors General to pursue program objectives effectively; and to ensure the efficient delivery of departmental services.

ORGANIZATION STRUCTURE

This is one of five positions at the second managerial level reporting to the Assistant Deputy Minister, Corporate Services. The other four are Director General, Finance; Director General, Administration; Director General, e-Government; and Director General, Systems and Informatics.

Specific functions of the positions reporting to the Director General, Corporate Management and Review, are as follows:

Director, Corporate Planning and Reporting, (staff of 6) is responsible for designing, developing, implementing and managing a comprehensive planning, reporting and accountability structure to provide a sound basis for expenditure management, Parliamentary reporting, and integrated management of departmental activities; managing departmental processes for tracking and reporting performance based on milestones and anticipated results; and developing departmental business plans.

Director Corporate Development, (staff of 7) is responsible for providing a corporate focal point for innovative management practices to identify, determine and assess strategies and initiatives to enhance the results, economy, efficiency and effectiveness of programs and operational management policies, systems and practices.

Director, Audit, Evaluation and Review, (staff of 11) is responsible for the design, development, implementation and management of a comprehensive audit and evaluation framework to provide management with objective assessments with respect to the design and operation of management practices and control systems in support of the achievement of the Department's stewardship and results-based

management accountability strategies, in keeping with modern comptrollership principles.

NATURE AND SCOPE

The Department's mandate is to protect and conserve Canada's environment, including air and water quality; conserve and protect Canada's wildlife and its habitat; protect Canadians by providing advance information on natural hazards associated with the atmospheric environment; educate Canadians on environmental issues; and promote environmentally sound practices through the development and enforcement of environmental standards.

It is in this context that the Director General, Corporate Management and Review, conceptualizes, develops and implements the departmental management framework to provide the Department with a systematic, consistent and organization-wide capability to plan and manage on the basis of results rather than strictly on activities, and to link accountable managers with the key results areas identified through the results definition and accountability process. The Director General serves as a bridge between and integrator of management intelligence and policy direction in order to create the Department's long-term operational and management planning, priority-setting and accountability system, which supports the multi-year business planning process. The incumbent reviews, analyses and reconciles services and regional business plans, and is responsible for the preparation of the consolidated corporate business plan.

The Director General develops viable options and recommendations for the Assistant Deputy Minister and the Department's Management Board, which articulate departmental operational direction. A major challenge for the Director General is to provide leadership in the development and implementation of an integrated management process that ensures that activities are appropriately focussed and structured to contribute effectively to the achievement of the Department's vision, framework and mission.

The Director General directs the development, implementation and monitoring of the Department's results definition process, which identifies key clients and stakeholders and their needs, plans and priorities, and defines performance measurement criteria and service standards. A key challenge for the Director General is to develop extensive consultative mechanisms and cooperative relations with senior managers in order to achieve a consensus on the approach to results definition and create the circumstances for the positive integration of all management functions into the corporate directions, results and resourcing of the Department's activities.

The Director General provides the overall focus for the audit, evaluation and review of departmental policy and program initiatives in order to assess the Department's success in achieving target results with finite resources. The

incumbent also provides recommendations and advice to the Assistant Deputy Minister and the Audit and Evaluation Committee. This activity requires a working relationship with the Office of the Auditor General on the coordination of audits and evaluations pertaining to the Department, and contact with the Treasury Board Secretariat's Internal Audit and Evaluation Branch.

The Director General coordinates and is proactive in the preparation of background papers and the analysis of sensitive matters. The incumbent follows up and reports on the implementation of decisions and recommends approaches for addressing problems arising from implementation.

The Director General establishes and maintains professional working relationships with senior officials in central agencies to establish comprehensive and responsive consultative and information-gathering networks on key issues; to communicate progress made in building corporate capacity; to advocate departmental needs in improving value for money; to provide information on departmental reviews, audits and evaluations; and to advance and represent the Department's interests. The responsibilities and advice of the Director General impact directly on the effective functioning of the Department and on its capacity to develop and adopt timely policies and programs in a manner that responds to ministerial directives and priorities and takes into account the overall federal sustainable development agenda.

DIMENSIONS (Constant Dollars)

Sector	FTEs:	27
	Operating budget:	$363,000
Department	FTEs:	5,824
	Operating budget:	$118 million

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership in the design, development and articulation of the management framework and processes on behalf of the Corporate Services Committee and the Department's Management Board.

2. Directs the development and implementation of the Department's business planning process to provide a coherent, long-term view for decision making on operational and resource matters.

3. Provides advice on corporate capacity to meet new challenges, and oversees the monitoring and reporting of overall performance in meeting program objectives.

4. Directs the development and implementation of Department-wide management reporting processes (data analysis, synthesis and consolidation) in order to provide senior managers with critical value-added information on Public Service management trends, operational issues and problems in meeting objectives; directs the roll-up and integration of results at the departmental level for reporting to central agencies.

5. Directs the preparation of internal audits and evaluation studies, and reviews annual and long-term plans for recommendation to the Department's Internal Audit and Evaluation Committee.

6. Directs the introduction of new government initiatives by establishing and maintaining effective links with senior Department managers and the central agencies regarding matters relating to Public Service renewal initiatives.

EVALUATION RATIONALE

Director General, Corporate Management and Review

KNOW-HOW

F Comprehensive professional knowledge of the Department's policies, programs and directions; in-depth knowledge of government policies, techniques and processes related to planning and reporting, program evaluation, internal audit, and modern management trends and practices; in-depth professional knowledge of performance measurement systems, processes and tools, business planning and development frameworks, strategies and methods.

III Conceptual and operational management of the Department's management framework, business plans and decision-making systems and processes, as well as the coordination of often competing requirements and objectives of the evaluation, review and audit processes and functions.

3 Critical human relations skills are required in directing staff, motivating and influencing senior departmental managers to adopt more effective management systems and practices, and providing strategic advice to the Assistant Deputy Minister and the Department's Management Board.

608 High number reflects the breadth of knowledge and skills required for the work, the variety of the functions managed, and the degree of technical expertise required to manage several Department-wide, corporate activities.

PROBLEM SOLVING / THINKING

F Thinking is done within broad government and departmental policies, and both corporate and program goals and objectives, in developing departmental management frameworks, and providing authoritative advice on improving management practices and strategies.

4 Analytical and constructive thinking is required in developing new planning frameworks and audit and program evaluation strategies to support the various departmental programs; evaluating the consequences of altering program activities; and developing recommendations for improved management information, measurement and control processes.

(57) 350 Higher percentage indicates the strong thinking challenge required to research, review and develop new management frameworks and planning processes to improve business activities and management information.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Assistant Deputy Minister, Corporate Services, the position is subject to broad management direction from the Department's Management Board and from broad government goals and directives. The Director General is accountable for assessing the health of the Department's program and management activities through the direction of program evaluations and internal audits, and developing planning frameworks and improved information management practices and processes.

5C The position has a contributory impact on departmental activities. The proxy selected to represent the departmental impact is an annual departmental budget of $118 million (constant).

350 Low number reflects the relative size of the budget and the relative impact of recommendations on departmental operations and programs.

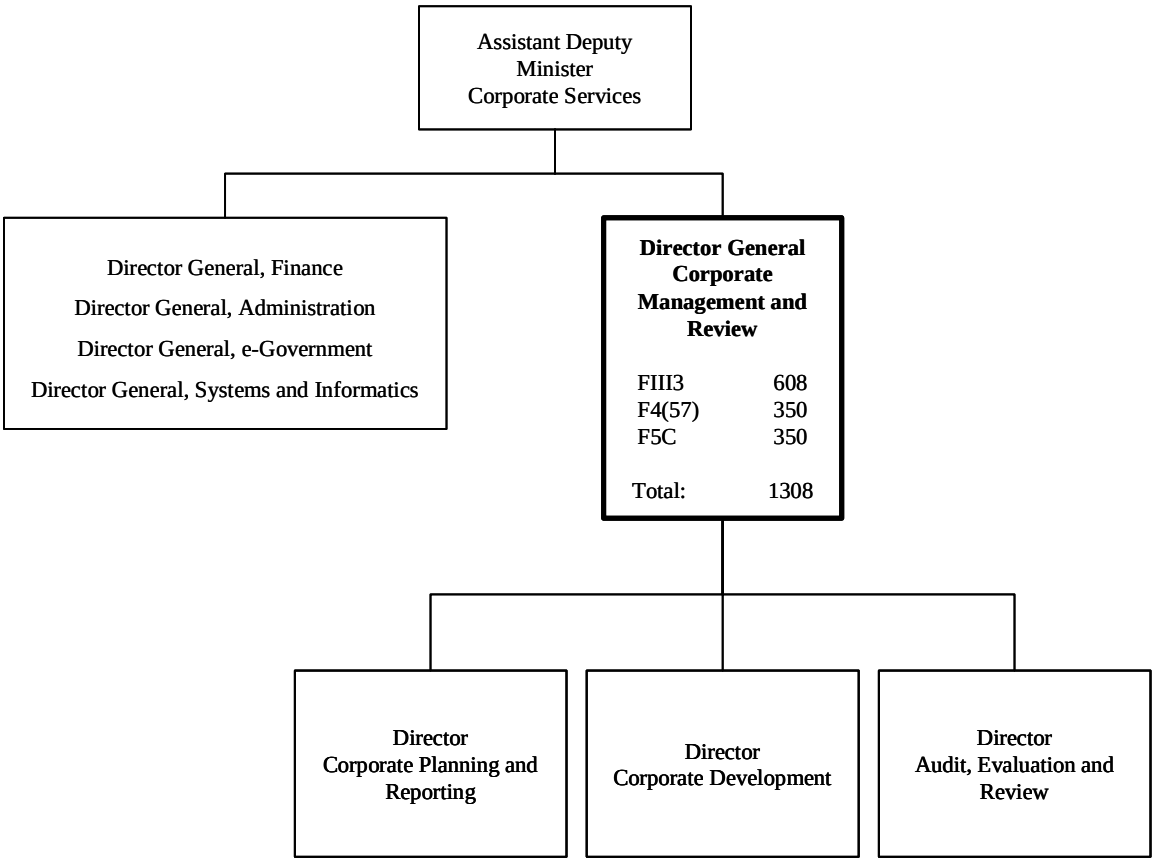
SUMMARY

FIII3	608	F4(57)	350	F5C	350	=	1308	0

DIRECTOR GENERAL

CORPORATE MANAGEMENT AND REVIEW

NUMBER: 6 – O – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 6-O-2

POSITION TITLE: Director General, Resource Management

GENERAL ACCOUNTABILITY

Is accountable for establishing the Agency's strategic and corporate guidelines in the sectors of modern comptrollership, human resources, financial resources and administrative services management, in order to achieve maximum effectiveness in the use of the Department's human, financial and material resources.

ORGANIZATION STRUCTURE

This is one of six positions at the first managerial level reporting to the Deputy Minister. The other positions are Assistant Deputy Minister, Operations; Assistant Deputy Minister, Policy, Planning and Information; Director General, Communications; Executive Assistant and Departmental Advisor; and Director, Legal Services.

The following managerial positions report directly to the Director General, Resource Management:

Director, Modern Management Function, (staff of 3) is responsible for creating and managing an administrative reform focussed on sound resource management and a decision-making process based on a modern management system and aligned with a sound approach to risk management, adequate control systems, and ethical practices and values; providing a strategic watch function and analysis of all strategies and planning for existing policies, procedures and systems; and making the appropriate links and recommending tools, courses of action, controls and measures aimed at achieving maximum effectiveness in the use of human, financial and material resources.

Director, Administrative Services, (staff of 7) is responsible for delivering services and providing advice related to procurement and contract management, telecommunications, occupational health and safety, emergency planning, property management, materials management and vehicle fleet management.

Director, Financial Resources, (staff of 9) is responsible for the corporate delivery of financial resource management services and the provision of related advice. This involves ensuring the modern comptrollership function; developing and establishing a financial management structure and process; planning the budget as part of the expenditure management cycle; allocating human and financial resources according to senior management plans and priorities; providing

accounting, resource management and recovery services; and developing financial policies, systems and procedures.

Director, Human Resources, (staff of 9) is responsible for developing effective human resources management programs, policies, procedures and systems that are consistent with the Agency's strategic and corporate approaches; and providing direction and leadership in the management of various human resources programs.

NATURE AND SCOPE

As part of the Industry portfolio, the Agency is mandated to promote the economic development of the regions of Quebec in order to increase long-term prosperity and employment and to focus on small and medium-sized enterprises and on enhancing entrepreneurship.

In this context, the Director General, Resource Management, is responsible for planning and establishing approaches, and ensuring the implementation and achievement of the Agency's objectives in the areas of human resources, financial resources and administrative services.

The Director General must ensure the seamless implementation of the administrative reform underpinning the modern management function to ensure the cost-effectiveness, efficiency and usefulness of all risk-management strategies and practices, of the management control framework, and of programs, policies, practices and control systems. The incumbent must also provide a strategic watch function and an analysis of strategies and planning activities pertaining to integrated policies, procedures and systems aimed at ensuring maximum effectiveness in the use of human, financial and material resources. The modern comptrollership function is one of the six priorities that will assist the government in meeting its commitments (citizen-centred approach, values, results and value for money). In this regard, the incumbent must ensure that the Agency has an appropriate process for assessing comptrollership capacity to ensure a modern management function that is focussed on strategic leadership, motivated people, shared values and ethics, integrated performance information, mature risk management, rigorous stewardship and clear accountability.

In the context of the human resources management program, and within legislation and central agency policies and guidelines, the Director General ensures the management of the planning, development and implementation of policies and programs in all areas of human resources in order to ensure the optimum use of staff. The incumbent is responsible for developing and delivering a program of recruitment, selection and delegated placement in all groups, categories and levels within the Agency. The incumbent coordinates and directs all activities relating to staff training and development, in accordance with the Agency's strategic direction. The incumbent directs the planning, organization

and implementation of a staff relations program to provide senior management, operations officers and staff with advice, interpretations and guidelines relating to the policies, legislation, regulations, collective agreements and procedures in this area to ensure that they have all the support they need to perform their duties, to exercise their rights and to fulfill their obligations. The Director General is also responsible for organizing activities, resources and programs in the areas of classification and pay and benefits; and establishing practices and procedures pertaining to official languages and employment equity that comply with legislation and central agency policies and guidelines, but are also realistic and applicable throughout the organization.

The Director General manages the Administrative Services Division team, develops management and implementation plans and strategies and advises senior management on all issues relating to the various programs administered. The incumbent provides direction and leadership in the management of the various administrative sector operations, including property management, telecommunications, occupational health and safety, emergency planning, occupational accident investigations and the internal component of the sustainable development strategy. The Director General also manages the development of policies, guidelines and procedures pertaining to administrative services, and manages, negotiates and makes recommendations on the wording of related memoranda of understanding.

Regarding the management of financial resources, the Director General is responsible for preparing and implementing multi-year operational plans, policies, guidelines, procedures and controls essential to the management, control, accounting and auditing of the Agency’s financial resources. The incumbent must also advise and direct senior management on budget management and operational planning, and provide opinions on proposals, memoranda and submissions. The incumbent is accountable for managing the operating resources used for professional services contracts, property management and equipment procurement and maintenance.

The Director General is required to develop and maintain numerous working relationships, and to maintain a climate of mutual trust by fostering harmonious exchanges with representatives of other federal departments, central agencies and relevant unions, in order to ensure that the Agency’s interests are understood and taken into account. The incumbent must establish and maintain with these organizations a process of joint action or information exchange to ensure that shared problems can be solved by drawing on the group’s varied professional experiences.

DIMENSIONS (Constant Dollars)

Branch	FTEs:	30
	Operating budget:	$800,000
Department	FTEs:	380
	Operating budget:	$6.7 million

SPECIFIC ACCOUNTABILITIES

1. Provides direction and leadership in human resources, financial resources and administrative services management by developing multi-year operating plans and strategic plans for using resources.

2. Provides a strategic watch function and high-level analysis of the strategies and planning activities pertaining to integrated policies, procedures and systems aimed at controlling risks and ensuring optimum use of the Agency's and regions' human, financial and material resources.

3. Directs the implementation of administrative reform underpinning the modern management function to ensure the cost-effectiveness, efficiency and usefulness of all risk management strategies and practices, the management control framework, and programs, policies, practices and control systems.

4. Provides the executive committee and officers with timely information and preventive advice on the management and performance of the Agency's programs and actions in the regions.

5. Develops and implements the strategy for human resources, financial resources and administrative services management, taking into account the directions and priorities of the Agency and those of internal and external clients.

6. Provides operational support and a process to audit and monitor the management of all areas of human, financial and material resources and administrative services. Establishes occupational health and safety policies and mechanisms that satisfy the Agency's needs and the requirements of legislation, regulations and central agencies.

7. Establishes and maintains harmonious relations with union representatives, other departments, central agencies and professional associations to ensure that the Agency's interests are represented.

EVALUATION RATIONALE

Director General, Resource Management

KNOW-HOW

G Mastery of the concepts, theories, techniques and trends of integrated management, including management of assets, material, staff and finances, as well as other administrative services; and in-depth knowledge of federal legislation and central agency regulations and guidelines pertaining to these activities.

III Coordination of the development and implementation of policies, systems and controls in a broad sphere of financial and administrative functions and services, and provision of advice and guidance to Agency management in these areas.

3 Successful achievement of the position's objectives requires the incumbent to manage and motivate staff, to act as the contact with central agencies and to advise and participate in management committees.

608 Lower number reflects the variety of activities involved in related organizational and operational contexts.

PROBLEM SOLVING / THINKING

F Thinking is done in keeping with the Agency's goals and the central agency's directives and guidelines, in order to provide a range of management systems and services, to advise senior management and to participate in the formulation of departmental policies and programs.

4 Analytical, constructive thinking is required to ensure that the Agency can adapt effectively to new legislation and to changes in central agency policies and directives; to advise managers on policies and the allocation of resources; and to coordinate various general activities.

(57) 350 High percentage reflects the senior operating role of the position in the management of all the Agency's infrastructure functions and its contribution to the corporate decision-making process.

ACCOUNTABILITY / DECISION MAKING

F Reporting to the Deputy Minister, receives general guidance on the interpretation and application of various regulations and pieces of legislation, and provides Agency management with advice on human resources, financial and administrative services and systems.

2P Primary impact on the Branch's activities and the operating budget of $800,000 (constant dollars).

350 High number reflects the position's freedom of action by its hierarchical level and its contribution to the management of all the Agency's resources, and is consistent with the size of the budget directly controlled.

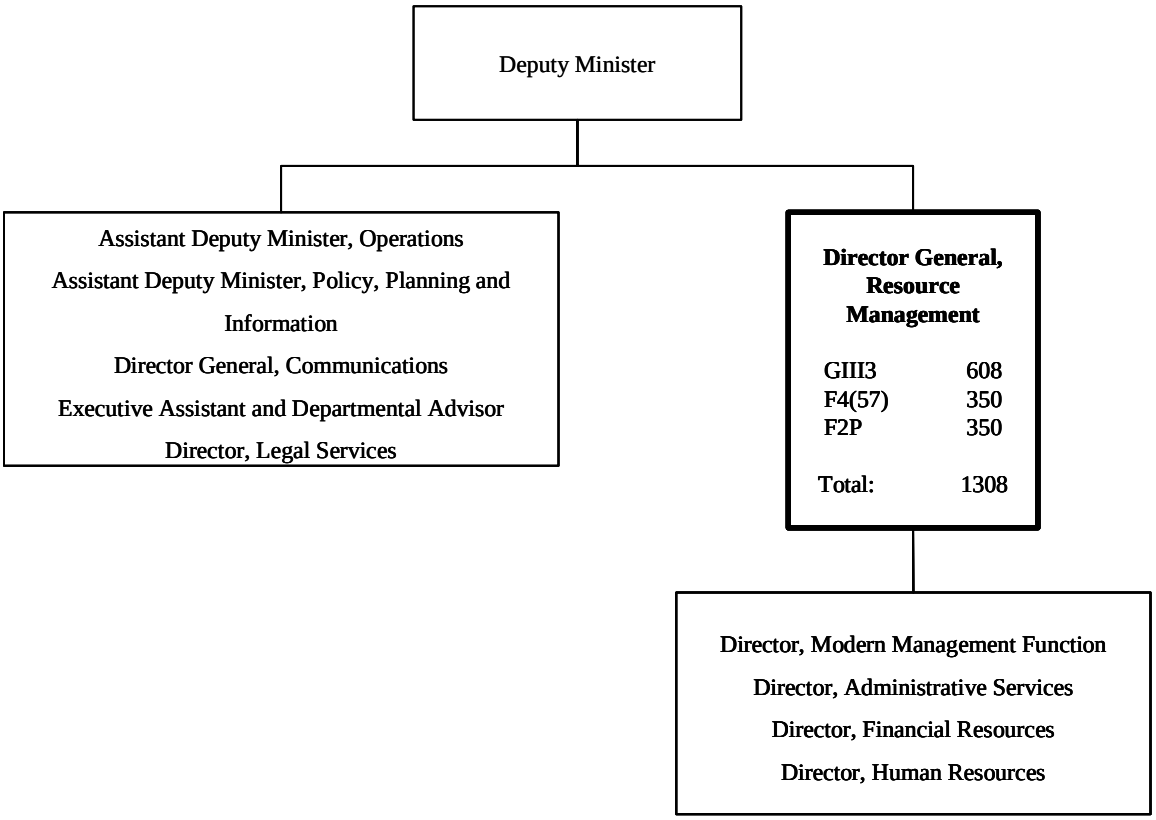
SUMMARY

FIII3	608	F4(57)	350	F2P	350	=	1308	0

DIRECTOR GENERAL

RESOURCE MANAGEMENT

NUMBER: 6 – O – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-O-1

POSITION TITLE: Director, Corporate Secretariat

GENERAL ACCOUNTABILITY

Is accountable for developing and implementing guidelines, processes and procedures to ensure that the Minister and Deputy Minister are provided with essential administrative services related to the management of ministerial correspondence, office support and secretariat services, including the management of the Department's Access to Information and Privacy (ATIP) activities.

ORGANIZATION STRUCTURE

This is one of four positions at the second managerial level reporting to the Director General, Corporate Policy and Portfolio Coordination. The others are Senior Director, Strategic and Economic Analysis; Senior Director, Plans, Consultation and Northern Affairs; and Senior Director, Sustainable Development and International Affairs.

Specific functions of the positions reporting to the Director, Corporate Secretariat, are as follows:

Manager, Executive Correspondence, (staff of 10) is responsible for developing and implementing systems, processes and procedures for the preparation and production of ministerial and deputy ministerial correspondence; reviewing and approving correspondence for the Minister's signature for forwarding to the public, other ministers, Members of Parliament and the private sector, as well as all correspondence and documents requiring the Deputy Minister's signature; coordinating replies that require multi-branch or multi-agency input; managing editorial work done for other branches and agencies; and developing and maintaining an automated production environment, including a correspondence tracking system.

Manager, Parliamentary Affairs, (staff of 3) is responsible for preparing and coordinating the preparation of briefings and speeches for the Minister's appearance in the House during Question Period and at parliamentary committee meetings; monitoring, summarizing and following up on issues, the Department's legislation and other legislation that is of interest to the Department; coordinating and preparing responses to written questions and petitions; coordinating the tabling of documents; and providing advice on these matters.

Manager, Cabinet Affairs, (staff of 3) is responsible for coordinating the preparation of briefing and debriefing materials for the Minister for each Cabinet and Cabinet committee meeting; developing and implementing approaches and procedures for receiving, logging, tracking and returning Cabinet documents and securing the distribution and control of all Cabinet documents in the Department; ensuring appropriate departmental input and arranging participation in interdepartmental discussions of memoranda to Cabinet; and advising on the planning, content, style and presentation of Cabinet documents.

Manager, Executive Services, (staff of 1) is responsible for developing and implementing systems and procedures to facilitate decision-making processes in the Department; developing agendas, preparing materials and coordinating the organization of senior departmental management; developing and maintaining an internal scanning process; and coordinating and providing logistical support for events, functions and meetings attended by the Minister or the Deputy Minister.

NATURE AND SCOPE

The Department is engaged in the management of major policy, scientific and technical research and development, and industry support programs of national and international consequence with respect to Canada's land mass, energy, forestry, mines and minerals. The Department is engaged in advancing sustainable development and the responsible use of Canada's mineral, energy and forest resources.

It is in this context that the Director, Corporate Secretariat, develops and implements the approaches, procedures and processes that support the Minister and the Deputy Minister in their horizontal linkage for addressing policy and program issues in a variety of fora. The incumbent provides secretariat support for meetings of departmental executives, including the Departmental Management Committee. The incumbent manages a product line of secretariat services and is called upon to identify and introduce improvements to secretariat procedures and processes.

The Director is responsible for developing and maintaining a corporate tracking system to ensure that major initiatives and special ministerial events receive the required level of support and follow-up. The incumbent provides analyses of strategic and information requirements, establishing time frames and coordinating input from across the Department. The incumbent consolidates this information to provide integrated strategic advice on all critical and sensitive ministerial and departmental issues, and ensures that the advice and presentation are politically compatible with overall ministerial and governmental objectives.

The Director responds to a wide variety of policy and administrative issues originating from the Minister's and the Deputy Minister's offices. These are often critical situations that require the incumbent to deal quickly and effectively with

problems before they become major issues. A challenge for the incumbent is to keep abreast of current issues so that the appropriate response can be delivered to the Minister with the shortest possible turnaround and without any reduction in the level and quality of services. A further challenge is to ensure that responsive and sensitive attention is given to these issues to ensure the success of the Department's involvement in broad, important and leading-edge areas of the economic policy agenda.

The Director develops and implements the strategies, processes and procedures to support the Minister in his or her relations with Members of Parliament. This responsibility requires the incumbent to establish and maintain close collaboration with ministerial staff to accurately and diplomatically reflect positions on all policy, operational and case issues.

The Director ensures that the Minister receives the appropriate departmental support to fulfill his or her responsibilities as a Member of Parliament and as a member of Cabinet. The incumbent is responsible for developing policies and strategies in consultation with the Privy Council Office and for ensuring that the Department has the capacity to manage Cabinet business in a manner consistent with the evolving strategic priority-setting process for Cabinet. The incumbent is also responsible for coordinating the preparation of responses for the daily Question Period in Parliament and for ensuring that the Minister is appropriately briefed on all issues on the agenda of weekly meetings of Cabinet.

The Director develops and implements guidelines, processes and procedures to ensure that responses to inquiries and correspondence are timely, accurate and consistent with governmental and departmental policy.

The Director exercises corporate authority with respect to a number of departmental legislative, regulatory and statutory instruments. The incumbent maintains a central registry and coordinates the certification processes to ensure that regulations comply with requirements outside the Department, ensuring that the interest of the general public and of Canadian industry are taken into account in the development and promulgation of departmental regulations.

The Director oversees the provision of a full range of executive and administrative services for the offices of the Minister and the Deputy Minister. A major challenge facing the Director is to handle crises under the Minister's and the Deputy Minister's responsibilities and to develop systems and procedures that will identify potential problems and present them within an agenda that can be dealt with efficiently and effectively before problems become crises.

The Director has contacts with senior staff of the Treasury Board Secretariat, the Prime Minister's Office, the Privy Council Office, other government departments, officers of Parliament and representatives of national natural resource organizations and associations on major issues of interest to the Department,

government policies and programs related to the mandate of the Department and the interpretation of regulations and directives under these policies.

The Director deals with an extensive variety and volume of contentious and time-sensitive issues and problems associated with the Department's ATIP Program. The incumbent is called upon to develop and implement strategies and approaches to ensure that the program is proactive and is based on a framework that assists staff in complying with the Access to Information and Privacy acts and enables them to discern the vagaries of that legislation.

DIMENSIONS (Constant Dollars)

Directorate:	FTEs:	23
	Operating budget:	$260,000
Department:	FTEs:	5,600
	Operating budget:	$420 million

SPECIFIC ACCOUNTABILITIES

1. Ensures that the Minister, the Deputy Minister and senior departmental management are provided with relevant Cabinet and Parliament materials to fulfill their responsibilities and that they are provided with relevant services and advice on all current and priority issues affecting the Department, agencies and Crown corporations under the Minister's responsibility.

2. Ensures the efficient and effective management of all inquiries and correspondence directed to the Minister's and the Deputy Minister's offices and provides a comprehensive range of administrative services for the offices of the Minister and the Deputy Minister.

3. Directs the provision of corporate authority with respect to a number of departmental legislative, regulatory and statutory instruments.

4. Defines and communicates the Department's strategic direction, policies, priorities and position on ATIP issues. Provides authoritative policy and strategic advice to the Minister, the Deputy Minister, the Assistant Deputy Ministers and senior management to better achieve the objectives of the Access to Information and Privacy acts. Develops the authorities and approval mechanisms required to meet the Department's policy and program directions.

5. Represents the Department in ATIP consultations with the public, investigators and researchers in order to explain the legislation, access rules and procedures. Articulates the Department's position and, where feasible, negotiates compromise arrangements that meet all stakeholders' requirements and adhere to the spirit of the legislation.

6. Manages the preparation of ATIP reports and briefings for the Minister, the Deputy Minister and senior management. Prepares planning documents and pertinent information for the Annual Report to Parliament.

EVALUATION RATIONALE

Director, Corporate Secretariat

KNOW-HOW

F Extensive knowledge of the Department's legislation, policies and programs; thorough knowledge of the workings of the parliamentary and Cabinet systems; in-depth knowledge of correspondence management practices and ATIP policies, processes and procedures in the federal government; and in-depth knowledge of federal policies and practices related to financial, human resources and material management.

II Conceptual and operational management of all activities related to the provision of administrative services to the Minister and executive services to the Deputy Minister; and facilitation of ministerial, departmental and interagency relations.

3 Critical human relations skills required to consult and advise officials in the Minister's office and senior departmental, agency and parliamentary officers.

460 High number reflects the level of expertise required to support the Minister, Deputy Minister and senior departmental management in the development and implementation of strategies that address the many critical and sensitive issues coming before the Minister with respect to all aspects of the Department and associated portfolios.

PROBLEM SOLVING / THINKING

E Thinking is done within the framework of departmental policies, approaches and direction with respect to the Minister's portfolio and departmental administrative activities.

4 Analytical and constructive thinking is required to synthesize ministerial and departmental perspectives into a comprehensive corporate agenda.

(50) 230 Higher percentage recognizes the increased challenge for providing support to the Minister's and the Deputy Minister's offices, and also recognizes the degree of analytical thinking required to resolve sensitive issues within short time frames.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Director General, the position acts within guidelines established for developing and coordinating ministerial and departmental decision-making processes and departmental services provided to support the activities of the Minister and the Deputy Minister in all regions of the country.

5I Indirect impact on the Department's operations as represented by an operating budget of $420 million (constant). Position has strong influence in the integration and provision of strategic planning advice on overall departmental activities and initiatives.

230 High number reflects the position's freedom to act in developing and implementing strategies and plans to respond to critical departmental issues in a variety of fora, as well as the position's Department-wide impact in managing the ATIP program.

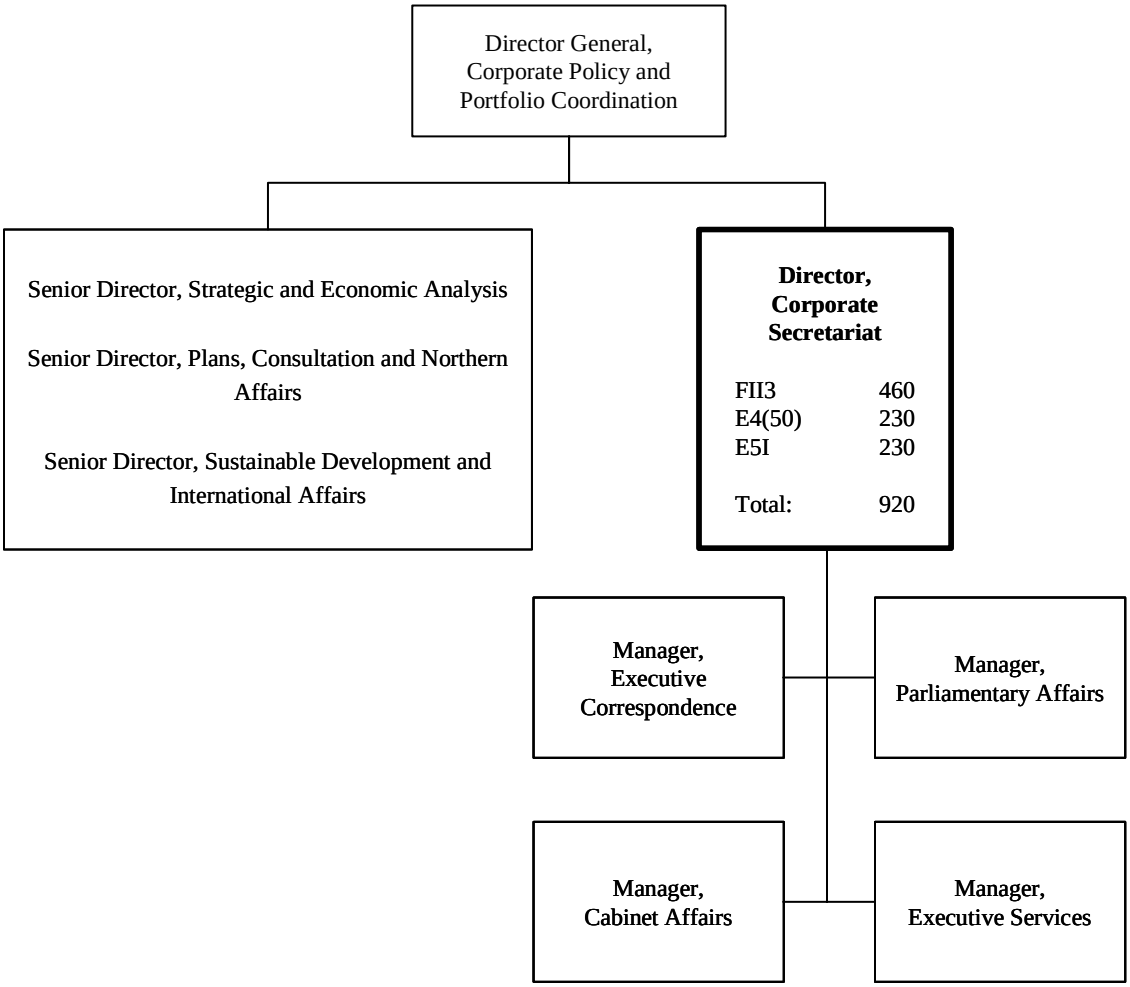
SUMMARY

FII3	460	E4(50)	230	E5I	230	=	920	0

DIRECTOR

CORPORATE SECRETARIAT

NUMBER: 4 – O – 1



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-O-2

POSITION TITLE: Regional Director, Management Services (Ontario)

GENERAL ACCOUNTABILITY

Is accountable for developing and implementing innovative and holistic management frameworks and directing the provision of expert advice and services for all financial, administration and management activities, including asset management, procurement and contracting, information management, and sustainable work environment and financial management for the Ontario Region, the Meteorological Service of Canada (MSC) and the National Water Research Institute (NWRI).

ORGANIZATION STRUCTURE

This is one of six positions at the second managerial level reporting to the Regional Director General (RDG) for the Ontario Region. The other positions are Regional Directors, Environmental Conservation; Environmental Protection; MSC; Great Lakes and Corporate Affairs; and Director, Human Resources (Ontario Region, MSC and NWRI).

Specific functions of the positions reporting to the Regional Director, Management Services, are as follows:

Manager, Strategic Planning and Information, (staff of 25) is responsible for managing strategic planning and change management for the Branch; overseeing the management of two national libraries and archives; managing the provision of a wide range of services and strategies for the three national client organizations. These services and strategies include records, Access to Information and Privacy (ATIP), Government On-Line, e-business and Web pages.

Managers, Financial Management Services – Downsview and Burlington, (staff of 26) are responsible for providing a wide range of financial management advice and services for two client organizations and managing the Financial Information Strategy (FIS) and NWRI Resource Management.

Manager, Procurement and Contracting Services, (staff of 8) is responsible for providing advice and services relating to contracting and purchasing, capital leases, memoranda of understanding, memoranda of agreement, joint ventures, negotiation of partnerships, modern management, review and audit functions for in-house contracting and acquisition practices, and training and development for acquisition tools, such as acquisition cards, as well as local purchase orders for the three national client organizations.

Manager, Sustainable Work Environment Services, (staff of 8) is responsible for providing advice and services relating to health and safety, physical security, real property environmental management system, accommodation, parking, facilities, business resumption and continuity planning for the three national client organizations.

Manager, Asset Management, (staff of 21) is responsible for ensuring the integrity of information for financial statements and providing advice and services relating to capital and custodial assets, real property inventory, fleet management for the Region and the MSC, MSC national stores and warehousing, transportation of dangerous goods, disposals, write-offs and life cycle management.

Manager, Financial Management Advisors, (staff of 5) is responsible for providing services and expert advice to senior management of the Ontario Region on budgets, allotment control, partnering with other regional organizations and analysis of trends; contributing to senior reporting activities, such as annual reference level updates (ARLUs) and other reports and analyses; coordinating and managing corporate and government-wide strategies and initiatives, such as Modern Comptrollership and the FIS; and providing financial system training and reporting requirements to the three client organizations located across Canada.

NATURE AND SCOPE

The Department's mandate is to protect and conserve Canada's environment, including air and water quality; to conserve and protect Canada's wildlife and its habitat; to protect Canadians through advance information of natural hazards associated with the atmospheric environment; to educate Canadians on environmental issues; and to promote environmentally sound practices through the development and enforcement of environmental standards.

It is in this context that the Regional Director, Management Services, provides financial, administrative and management services to three distinct major client organizations with decentralized operations in Ontario and across Canada. The clients are the RDG of the Ontario Region, the Assistant Deputy Minister of the MSC and the Executive Director of the NWRI.

The Director manages and balances the needs and demands of the three client organizations, which operate at the regional, national and institute-specific levels.

Each of the organizations has a unique culture with different operational and management styles and diverse programs. The challenge for the incumbent is to harmonize their different expectations and to provide a consistent and fair level of service. Complexities include working within a matrix organization in which two of the client organizations (MSC and NWRI) are external client groups to whom the incumbent does not report directly. This requires the development of effective linkages with other Regional Directors of Management Services who will be affected by actions taken at the national level by the incumbent for management service requirements.

The Director leads the review and modification of the Management Services Branch practices and processes in order to reposition and refocus its responsibilities, to have a strong capacity to deliver modern comptrollership and the FIS, and to enhance service delivery and the provision of strategic advice to the three client organizations.

The Director leads the development and implementation of new and renewed business processes in the Region and also contributes to the Department's initiatives in this regard. The Director is the departmental champion for the financial community in corporate initiatives and the sole regional representative on the departmental business process renewal steering committee. The challenge is to balance each client organization's unique requirements and to persuade all clients of the service delivery and cost-sharing benefits of this restructuring. The incumbent develops and maintains strong working relationships with Corporate Services at headquarters to facilitate the implementation of corporate and government-wide strategies and initiatives that have an impact on a diverse portfolio that includes modern management, modern comptrollership and FIS.

The Director develops, implements and ensures the continuous assessment of innovative service delivery frameworks and designs and implements operational approaches and business strategies for the delivery of advice and services for a wide range of activities, including asset management, contracting, information management, and sustainable work environment and financial management, demanding expertise in various fields, credibility and strong leadership in order to ensure that the three client organizations receive the highest level of service and advice.

The Director develops and manages the financial planning, analysis and information programs and systems for the Region and the NWRI. These services ensure the provision of multi-year financial planning, including the preparation of business plans, management contracts, capital plans, ARLUs, and Treasury Board and Cabinet submissions.

The Director negotiates service-level agreements with clients, including standards for a base level of service. The Director exploits opportunities for locally shared arrangements by providing financial and management services on a cost-recovery

basis to other departments and to non-government tenants located in Burlington and negotiates service agreements and funding with those organizations.

The Director provides strategic financial advice, cost-benefit analyses, trend analyses and risk assessments to the management committees of the three client organizations. The incumbent advises on the most appropriate and advantageous financial tools, including memoranda of agreement, contribution arrangements, true partnerships and contracts. The work requires reconciling the interests of stakeholders, outside suppliers, provincial and territorial governments and special interest groups to reach consensus and to ensure compatibility with government policies and procedures.

The Director develops innovative strategies for management committees to use in resolving conflicting resource needs and allocating and reallocating resources in a multi-year framework, including carry-forward approaches, cash management options, revenue generation, cost- recovery and partnerships with outside agencies.

The Director negotiates a wide range of issues with Treasury Board officials; Headquarters functional heads; officials from other government departments, including Public Works and Government Services Canada (PWGSC), Agriculture and Agri-Food Canada, Health Canada and Transport Canada; and other external public and private sector organizations, including NAV CANADA. The complexity is increased by the limited resources with which to negotiate conflicting and changing priorities of stakeholders and the difficulty of obtaining agreement where parties' goals and objectives differ.

The Director manages the Ontario Region components of the Environmental Management System, a national system of environmental information that includes initiatives related to waste management, ozone depleting substances, energy efficiency, green procurement and fleet management. The incumbent is the Ontario Region representative on the federal government multi-stakeholder Ontario Region Sustainable Development Network, which includes representatives from several federal government organizations, Ontario Hydro, conservation authorities and provincial agencies.

The Director plans the management of real property and fixed assets, including acquisition and disposal of a variety of real estate, wildlife areas, water monitoring sites, radar installations, a scientific laboratory and an atmospheric research centre. The Director develops strategies for the use of facilities and accommodations in Ontario, other provinces and the Arctic, with PWGSC and other landlords, such as private realty companies and universities.

The Director manages the national purchasing, warehousing and distribution service for meteorological equipment and supplies to operate a 24-hour-a-day, 7-day-a-week weather observing and data acquisition network located in every region of the country, including the Arctic. As system shutdowns have a serious

impact on public and aviation safety, this responsibility significantly adds to the complexities of the facilities management, planning and maintenance activities.

The Director manages two national research libraries: the Atmospheric and Meteorological Library and the National Water Research Library, which are national centres of excellence for meteorological and aquatic sciences publications in Canada.

The Director is a member of the National Financial Network, the Real Property Steering Committee, the Information Holdings Steering Committee and the National Administration Committee. The incumbent must ensure that the regional view is recognized in all discussions, but must also function as a team player on matters of national concern. The incumbent is a senior member of various management committees and, as such, makes a significant contribution to the formulation of their culture and performance measurement and accountability frameworks.

DIMENSIONS (Constant Dollars)

FTEs:	100
Operating budget:	$1.1 million
Total client operating budget:	$16.7 million

SPECIFIC ACCOUNTABILITIES

1. Provides professional and managerial leadership for the development and implementation of innovative and holistic planning, policy and service delivery frameworks to enhance performance and the achievement of goals and objectives.

2. Manages the provision of a wide range of services, including asset management, procurement and contracting, information management, and sustainable work environment and financial management.

3. Directs the provision of strategic financial advice, cost-benefit analyses, trend analyses and risk assessments to the management committees in order to contribute to their strategic and operational planning exercises and to ensure sound decision-making processes.

4. Negotiates service-level agreements with the RDG of the Ontario Region, the Assistant Deputy Minister of the MSC and the Executive Director of the NWRI, as well as other government departments, other levels of government, non-government organizations and other external stakeholders; and facilitates the development of joint ventures and

partnerships with key regional organizations to facilitate the provision of a high level of services in a cost-effective manner.

5. Manages the MSC national purchasing, warehousing and distribution service for meteorological equipment and supplies to support the operation of a 24-hour-a-day, 7-day-a-week weather observing and data acquisition network located in every region of the country, including the Arctic.

6. As a corporate champion, leads assigned national policy and program initiatives and contributes to the development and implementation of department and government-wide strategies and initiatives, and ensures the proper consideration of the portfolio's regional, national and institutional clients' issues.

7. Develops strategies and plans for the use of facilities and accommodations in Ontario, other provinces and the Arctic, with PWGSC and other landlords, such as private realty companies and universities.

8. Develops and maintains strong interface and working relationships with the managers of the Ontario Region, the MSC, the NWRI, Corporate Services and other organizations at headquarters, senior representatives from other government departments and central agencies, other levels of government, academic institutions, industries, interest groups and other key external partners and stakeholders in order to facilitate consensus on issues specific to assigned client organizations and to support partnerships and joint ventures with potential partners from internal and external organizations.

EVALUATION RATIONALE

Regional Director, Management Services (Ontario)

KNOW-HOW

F Extensive knowledge and skill in finance and accounting, business planning, material management, property management, security, and information and library management in order to provide advice and services to three client organizations; and in-depth knowledge of three distinct client organizations and of managing two national science libraries.

II Managerial and operational know-how requires the planning and coordination of management services activities, such as planning, information services (library and ATIP), finance and accounting, material management, property management, security, contracting and procurement.

3 Successful implementation of objectives requires the incumbent to establish and maintain extensive contacts and working relationships throughout the Region and with corporate representatives and MSC clients throughout the Department, and to lead and motivate a staff of 100 employees.

460 High number reflects broad knowledge and expertise required in a wide range of management support activities.

PROBLEM SOLVING / THINKING

E The position operates within policies and procedures defined by central agencies and departmental management.

4 Innovative and creative thinking is required to ensure effective approaches to the provision of services and advice to three distinct organizations; to resolve conflicting resource needs; to ensure that consideration is give to effective approaches to revenue disbursement, asset valuation and management of national real property and fixed assets; and to support the national functional role of the Assistant Deputy Minister of the MSC.

(50) Higher percentage recognizes the complexity of the problem solving
230 associated with providing a comprehensive range of cost-effective services to three distinct, decentralized organizations.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the RDG, the incumbent manages services that are subject to direction from corporate functional units and must comply with central agency policies and directives.

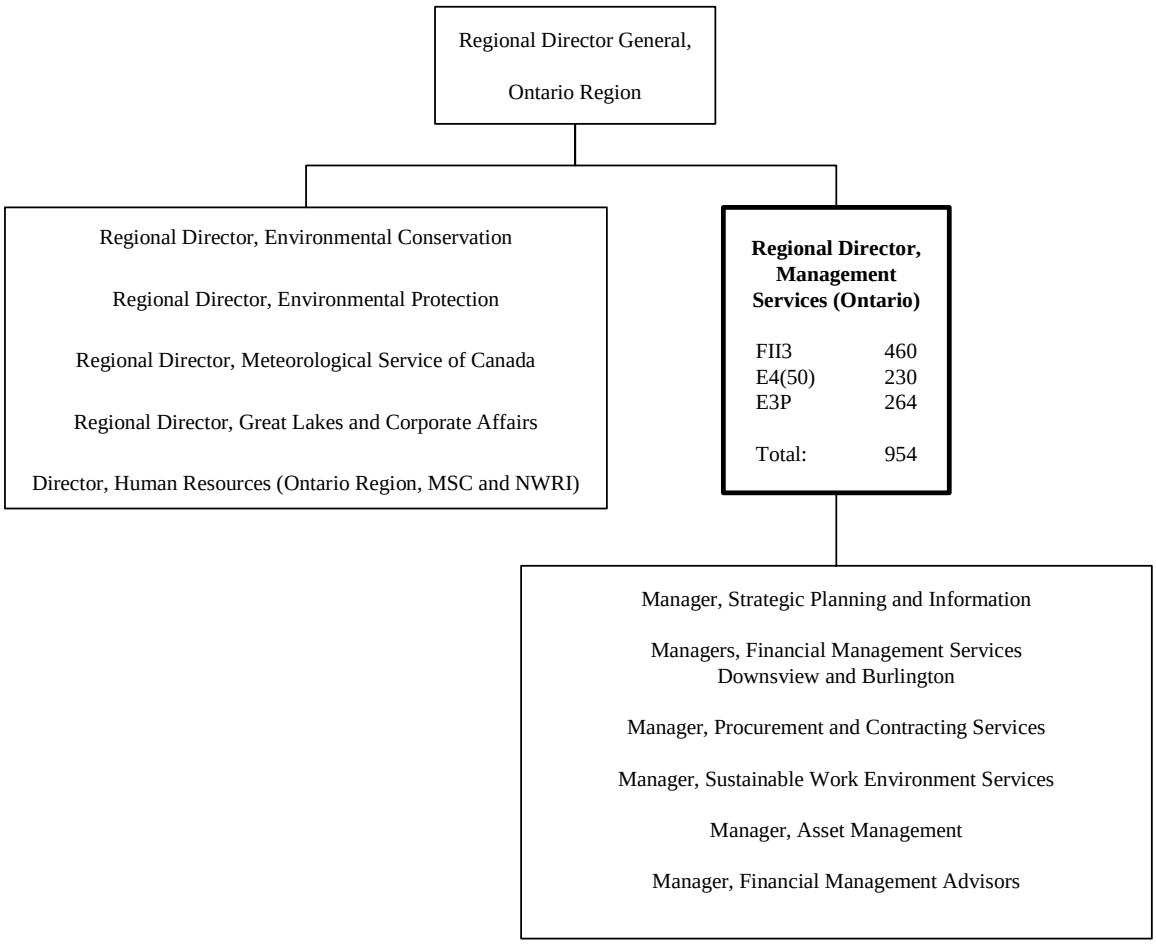
3P The position has primary impact on the management and delivery of a broad range of management services activities. The proxy selected to represent these activities is an operating budget of $1.1 million (constant).

264 Mid-range number recognizes the contribution the position makes to the efficient and effective operations in the three client organizations, as well as the latitude the position has in developing harmonized service delivery approaches in a cost-effective manner.

SUMMARY

FII3	460	E4(50)	230	E3P	264	=	954	A1

REGIONAL DIRECTOR
MANAGEMENT SERVICES (ONTARIO)
NUMBER: 4 – O – 2



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-0-3

POSITION TITLE: Regional Manager, Finance and Administration

GENERAL ACCOUNTABILITY

Is responsible for the proper and effective management of the finance, materiel management, information systems, contract administration, and administration functions in the Department's Atlantic Region.

ORGANIZATION STRUCTURE

This position is one of nine at the third level reporting to the Regional Director General. The others are the Regional Managers, Construction, Property Administration, Real Estate Services, Program Planning and Coordination, and Human Resources; Regional Information Officer; Regional Safety Officer; and Regional Planning Advisor.

Specific functions of the positions reporting directly to the Regional Manager, Finance and Administration, are as follows:

Chief, Financial Planning and Analysis, (staff of 4) is responsible for regional financial planning; coordination and preparation of program forecasts and main estimates as part of the budget cycle; cash management; and analysis of construction, lease and lease-purchase investment proposals.

Chief, Accounting Operations, (staff of 22) is responsible for all general accounting and control services, which consist of accounts payable, project accounting, pay accounting and cost accounting.

Manager, Administration, (staff of 22) is responsible for the regional common support services, which comprise records management, communications, accommodation management, word processing, photocopy, printing, secretarial services and forms management.

Chief, Materiel Management, (staff of 7) is responsible for purchase and supply, asset control and inventory management.

Chief, Management Information Systems, (staff of 4) is responsible for regional computer operations.

Chief, Contract Policy and Administration, (staff of 5) is responsible for tendering services relating to building construction, major and minor repairs and leasing of space.

4 District Managers, Finance and Administration, (combined staff of 66) are responsible for providing and managing accounting services, which comprise payables and receivables, budgetary control and reporting services, general administrative services, materiel management, information services, and tendering and contract award services.

NATURE AND SCOPE

The Department is responsible for providing office and other accommodation throughout the Region.

The Regional Manager, Finance and Administration, is responsible for all aspects of finance, materiel management, information systems and administration at the regional level, including the preparation of regional reports for inclusion in the main estimates and program forecasts.

The position directs the research and development of new and improved operational, financial and general management policies for the Region.

The Regional Manager provides the Regional Director General; the Assistant Deputy Minister, Finance and Administration; and the Executive Secretary with advice and evaluations on the effectiveness of the finance and administration functions and organization within the departmental framework, as well as resource utilization.

As a member of the Regional Management Committee and the Regional Realty Strategy Committee, the incumbent provides direct input in all regional planning processes, as well as resource deployment and project decisions. He or she is responsible for the financial analysis of capital, lease and lease-purchase proposals initiated in the Region and for liaising with headquarters on these matters.

The Regional Manager directs the allocation of regional budgets, the maintenance of budgetary control and reporting systems to regional management, the maintenance of cost management and control, and the interpretation of financial accounting policies.

The incumbent guarantees the integrity and reliability of budgetary control and reporting systems in the Region to ensure that probity and prudence is duly exercised in the handling of regional resources.

The Regional Manager, Finance and Administration, as the departmental representative, maintains effective liaison with representatives in the private

sector and professional associations, as well as a wide range of consultants both within and outside the federal government.

DIMENSIONS (Constant Dollars)

Person-years		
Region:	1370	
Division:	133	
Salary, operating and maintenance budget		
Division:	$866,000	
Region:	$49M	(Appropriations)
	$22M	(Revolving fund)
Value of assets		
Real property:	$541M	
Marine plant and structures:	$220M	

SPECIFIC ACCOUNTABILITIES

1. Ensures effective expenditure, commitment and budgetary control and reporting by ensuring compliance with the Financial Administration Act.

2. Ensures the integrity, comprehensiveness and relevance of financial and other information provided by the Region in response to parliamentary, ministerial and other questions.

3. Ensures effective control of support and advisory services to regional and district management in the areas of pay, general, project and cost accounting; tendering and contract policy and administration; the provision of management information; the provision of a wide range of administrative support services; and the provision of materiel management services, including purchase and supply, inventory control and materiel disposal.

4. Monitors, through analysis, regional budgetary performance by providing ratio and trend analysis, capital, lease and lease-purchase investment proposals.

5. Develops new operational policies, methods and procedures, makes recommendations to regional management and/or headquarters, and provides interpretation of existing policies in all functional areas.

6. Ensures that effective liaison is maintained with client departments and headquarters in relation to services to clients and the collection of revenues for services rendered.

EVALUATION RATIONALE

Regional Manager, Finance and Administration

KNOW-HOW

F Extensive financial knowledge in all aspects of this field in order to advise the Regional Director General and the Regional Managers on all matters including budgets and accounting systems.

II The scope of this function includes all related general administrative activities, such as contract administration, systems, materiel management, coordination of secretarial services and regional comptrollership.

3 Successful achievement of objectives requires the incumbent to establish and maintain extensive contacts throughout the Region.

460 High number reflects solid expertise required in related activities.

PROBLEM-SOLVING / THINKING

E Thinking within well-defined financial and administrative policies and objectives set out by the Department and the central agencies.

4 Analytical and constructive thinking is required in providing accounting advice to ensure optimum budget and capital use and smooth implementation of complex accounting systems.

(43) 200 Low number reflects the guidance available from central agencies and headquarters.

ACCOUNTABILITY / DECISION MAKING

E Subject to broad functional direction from headquarters financial and administrative units. Responsible for cost-effective practices throughout the Region.

2P The position has a primary impact on regional division activities. The proxy selected to represent these activities is a budget of $866,000 (constant).

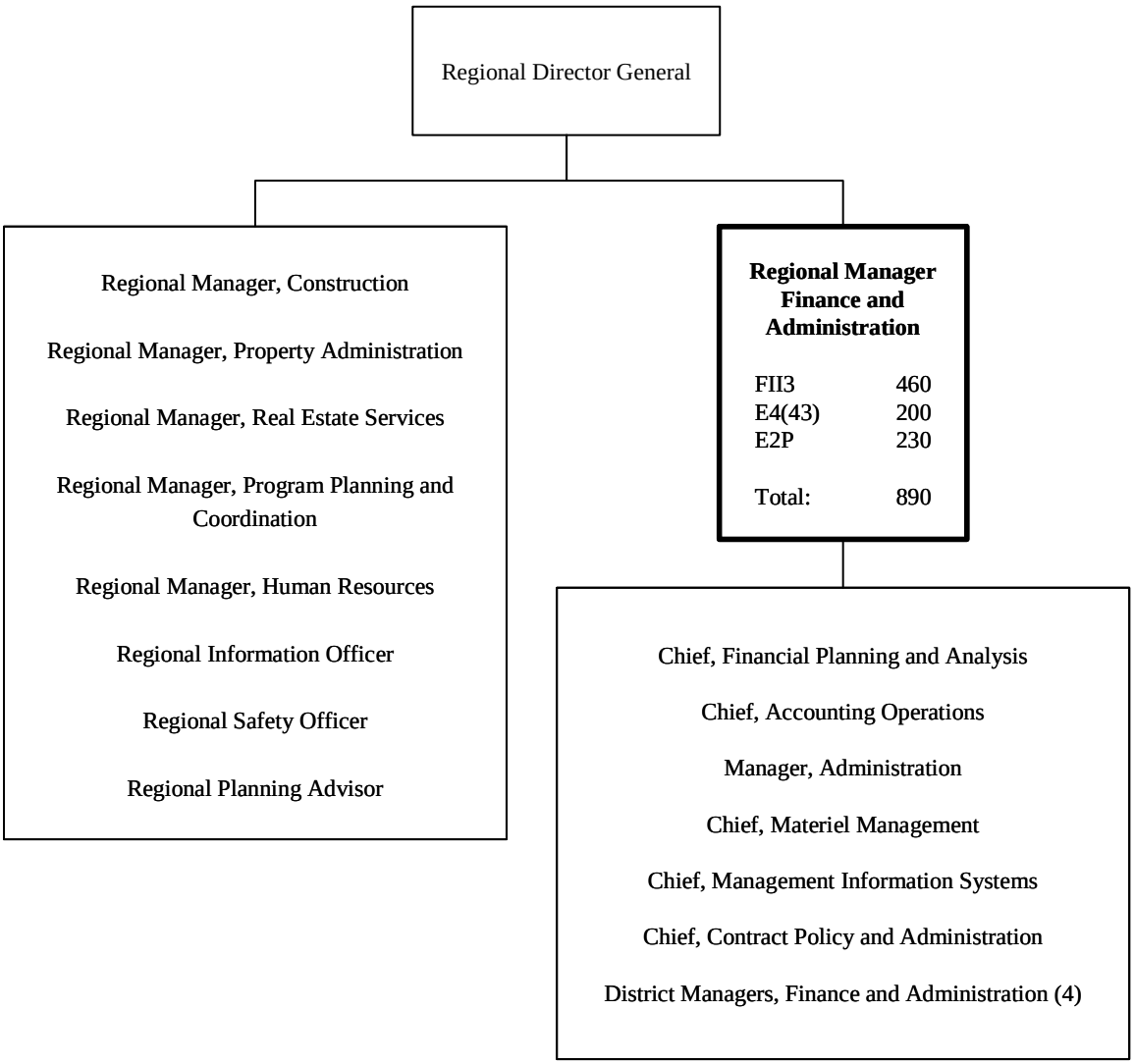
230 The rating reflects the amount of direction available and the size of the operating budget.

NUMBER: 4-O-3

SUMMARY

FII3	460	E4(43)	200	E2P	230	890	A1

REGIONAL MANAGER
FINANCE AND ADMINISTRATION
NUMBER: 4 – O – 3



Canada

EXECUTIVE GROUP BENCHMARK

NUMBER: 4-O-4

POSITION TITLE: Corporate Secretary

GENERAL ACCOUNTABILITY

Is responsible for providing overall direction, coordination and control regarding guidelines, procedures and processes related to submissions for information or decisions that are presented to departmental committees and the Minister, and communicating the resulting decisions in the Department; acts as custodian of the corporate seal; coordinates and controls the minute books, Cabinet documents, memoranda of understanding and other records; acts as Privacy coordinator and as the focal point for matters and activities relating to access to information; is responsible for the preparation of all ministerial and deputy ministerial correspondence and the departmental coordination of translation and official languages complaints; and takes on special assignments on behalf of the Deputy Minister.

ORGANIZATION

This is one of seven positions at the second level reporting directly to the Assistant Deputy Minister, Corporate Policy and Planning. The other six are Director General, Planning and Program Development; Director General, Policy and Evaluation; Director, Parliamentary and Cabinet Affairs and Coordination; Director, Internal Audit; Director, Increased Ministerial Authority and Accountability Project; Trade Negotiation Officer.

Specific functions of the positions reporting to the Corporate Secretary are as follows:

Manager, Access to Information and Privacy, (staff of 5) plans and administers programs and advisory services to ensure compliance with the terms of human rights and access to information legislation; establishes procedures and coordinates the control of federal information banks; establishes and maintains effective communication with officials of the Department, other departments and agencies, and participates actively in setting up committees on matters relating to access to information and privacy legislation; evaluates and assesses the impact on the Department of access to information and privacy legislation; and organizes training and other educational programs throughout the Department.

Assistant Corporate Secretary (staff of 4) plans, organizes and directs operations, and controls all internal communications between the Minister's and the Deputy Minister's offices regarding the departmental management committees; coordinates all material for the Minister's meetings, prepares planning calendars and agendas; establishes, maintains and operates an effective and efficient computerized tracking system for Deputy Minister and Cabinet documents; acts as the Department's designated Cabinet document control officer; develops and maintains effective working relationships with senior officials in the Department and in the central agencies in order to provide or receive information on meetings and committees; and manages the support services in the Corporate Secretary's office and the Deputy Minister's office.

Ministerial Support Staff (staff of 12) provides administrative support services to the Minister's office.

Manager, Ministerial Correspondence / Translation Coordination and Official Languages Complaints, (staff of 13) writes, edits, reviews and approves précis and correspondence for the Minister's or Deputy Minister's signature for forwarding to the public, other Ministers, Members of Parliament, government officials and the private sector; coordinates replies that require multi-agency input; performs editorial work for other branches or sectors of the Department; coordinates translation and handles official languages complaints; and maintains an effective and efficient ministerial correspondence tracking system.

NATURE AND SCOPE

The Department is a common service agency that provides support to the government as a whole through the effective management of a wide range of essential services.

In fulfilling its role, the Department serves its customers, suppliers and Canadian taxpayers. To customer departments and agencies, the Department has a responsibility to demonstrate sensitivity and responsiveness to their needs and requirements. To suppliers, the Department must provide fair and equal opportunity for businesses to compete for government work. In meeting those objectives, the Department is accountable to Parliament and taxpayers for the judicious and effective expenditure of public monies by ensuring the prudence and probity of all aspects of these common service functions.

The Corporate Secretary, as secretary to the departmental management committees, contributes to the corporate cohesiveness of programs and activities. The position is responsible for providing overall direction and control in relation to guidelines, procedures and processes by which submissions for information or decisions are made to departmental committees and to Cabinet and by which the resulting decisions are communicated in the Department.

As required by law, all minute books, bylaws, resolutions and all other official records for the Department must be maintained. The Corporate Secretary acts as custodian of these official records and of the corporate seal, and certifies copies of all official departmental documents.

The Corporate Secretary is the designated Access to Information Coordinator for the Department. Responsibility for delegating authority to approve recommendations for non-disclosure lies with the Corporate Secretary, who is also responsible for establishing and managing a centralized administrative system. The incumbent is responsible for providing advice to managers at all levels on the interpretation of the Access to Information Act, as it relates to access requests. One of the major challenges of this position is to advise managers on cases involving the release of third-party information that may fall within the exemption set out in Section 20 of the Act and cases involving the release of information that might compromise the Department's position in negotiations with suppliers.

The Corporate Secretary is also the designated Privacy Coordinator for the Department and is responsible for overseeing the administration of the Privacy Act in the Department. This includes the coordination of formal requests for access to personal information, the preparation of reports requested by Treasury Board and other administrative responsibilities, as prescribed by the regulations.

The Corporate Secretary is responsible for all departmental correspondence prepared for the Minister's signature. The Ministerial Correspondence Office is therefore in constant liaison with the Ministers' Office to explain or clarify requirements, as well as to obtain relevant facts so that the Ministerial Correspondence Office writers can respond fully to the points raised by authors of correspondence. The Office ensures consistency in quality, timeliness and responsiveness to ministerial direction, while providing consistent and accurate interpretation of the Department's policies and position to the public, Cabinet colleagues, Members of Parliament and other levels of government.

The Corporate Secretary is also responsible for handling complaints lodged against the Department by the Office of the Commissioner of Official Languages.

DIMENSIONS (Constant Dollars)

FTEs:	35
Salary, operating and maintenance budget:	$367,000

SPECIFIC ACCOUNTABILITIES

1. Ensures the maintenance of all official records for the Department, including minute books, Cabinet documents and decisions, Treasury Board submissions and decisions, Order-in-Council submissions and decisions, and memoranda of understanding; acts as custodian of the Department's corporate seal and of all official departmental records; and keeps Cabinet documents and Cabinet records of decision on behalf of the Department.

2. Acts as Privacy Coordinator and as the focal point for matters and activities relating to access to information.

3. Acts as the focal point for the preparation of all ministerial / deputy ministerial correspondence.

4. Ensures the application of the Responsibilities of Departments section of the Translation Bureau Regulations in the Department and provides satisfactory answers to complaints against the Department by the Office of the Commissioner of Official Languages.

5. Disseminates guidelines and procedures on the decision-making process and recommends changes to that process in the Department.

6. Recommends the agenda for all committee meetings, provides material and research on past decisions, as appropriate, arranges for the distribution of meeting materials, the recording of proceedings and decisions, the communication of decisions and the follow-up to ensure action on decisions, and reports to management on decisions not yet implemented.

7. Provides advices on requirements for submissions and reports to committees, the form and content of submissions and the approval process; and determines the acceptability and routing of all submissions.

8. Coordinates the translation, printing and transmittal of Cabinet submissions, with appropriate copies to Treasury Board Secretariat and Finance Briefing Officers.

EVALUATION RATIONALE

Corporate Secretary

KNOW-HOW

F Extensive knowledge of departmental delivery functions, including policies and procedures; privacy and access to information legislation, policy and processes; and parliamentary affairs and procedures.

II Department-wide coordination of corporate decision-making processes, and privacy and access to information legislation.

3 Successful achievement of objectives requires the incumbent to influence and convince senior management of recommendations.

460 High number reflects the size and complexity of the Department, and its frequent interface with central agencies, senior management and ministerial staff.

PROBLEM SOLVING / THINKING

E Thinking within clearly defined policies and objectives in developing guidelines, procedures and processes by which submissions for information or decision are made to departmental committees and to Cabinet.

4 Analytical and constructive thinking is required in recommending courses of action relating to access to information and privacy legislation and to the Department's decision-making process.

(43) 200 Lower percentage is consistent with the prescriptive legislation available as source of guidance.

ACCOUNTABILITY / DECISION MAKING

E Reporting to the Assistant Deputy Minister, Corporate Policy and Planning, acts within general direction in controlling the decision-making process in a large and complex department.

2P The position has a primary impact on Secretariat activities. The proxy selected to represent these activities is an operating budget of $367,000 (constant).

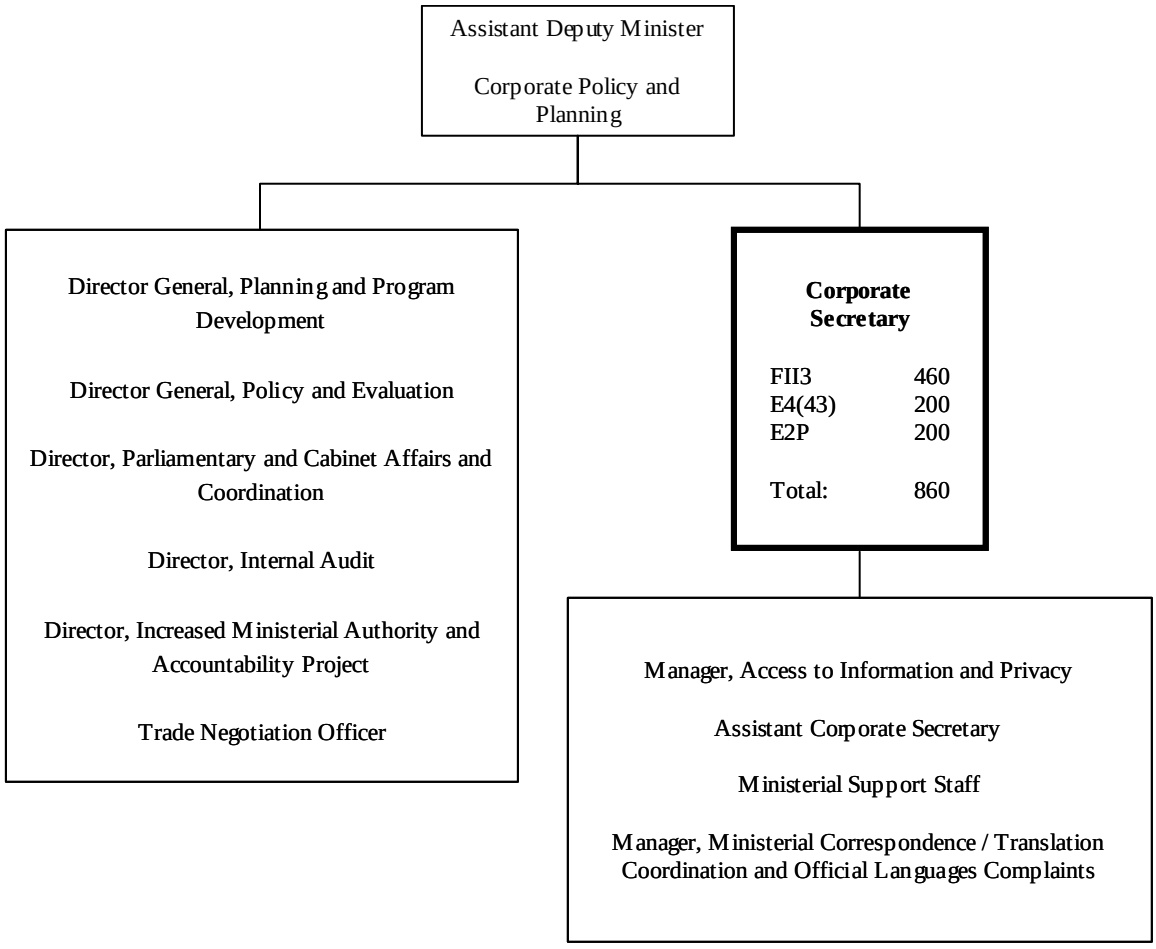
200 Mid-range number is consistent with clearly defined operating policies and processes and with the size of budget.

SUMMARY

FII3	460	E4(43)	200	E2P	200	860	0

CORPORATE SECRETARY

NUMBER: 4 – O – 4



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