



IDENTIFICATION

<i>Position Number</i>	<i>Position Title</i>	
18-0339	Director, Implementation	
<i>Department</i>	<i>Division/Region</i>	<i>Location</i>
Aboriginal Affairs and Intergovernmental Relations	Implementation (HQ)	Yellowknife

PURPOSE OF THE POSITION

The Director of Implementation is responsible for providing comprehensive political, policy and strategic advice on all matters pertaining to the implementation of Aboriginal lands, resources and self-government agreements in the Northwest Territories (NWT), including the overall financing of self-government in the NWT.

The position ensures the overall participation of the Government of the Northwest Territories (GNWT) in the negotiation of Aboriginal lands, resources, self-government implementation plans, related funding agreements and for monitoring and to make sure that the implementation of all GNWT activities and obligations created pursuant to lands, resources and self-government agreements are managed in an efficient and timely manner. This is achieved through mandates, negotiating instructions and support from the Minister and Cabinet to ensure the interests and constitutional authorities of the GNWT are fully taken into account when negotiating and implementing Aboriginal lands, resources and self-government agreements in the NWT.

The overall result is to facilitate a workable and affordable system of governance in the NWT that clarifies, respects and protects both the collective rights of Aboriginal people and the individual rights of all residents.

SCOPE

The Department's mandate is to protect, develop and promote the interests of the territorial government and the residents of the Northwest Territories in the negotiation and implementation of land, resource and self-government agreements that address Aboriginal rights in the Northwest Territories; participate in the political and constitutional development of the Northwest Territories; and ensure that mutually respectful intergovernmental relations between the territorial government and Aboriginal, provincial, territorial, national and international governments are developed and maintained.

Located in Yellowknife, this position reports directly to the Deputy Minister, the Director, Implementation provides strategic information and advice on lands, resources and self-government implementation negotiations with respect to the Inuvialuit, Gwich'in, Sahtu Dene and Metis, Tlicho, Deh Cho Dene First Nation, Akaitcho Dene First Nations, South Slave Metis, Salt River First Nation and the Metis Nation – NWT.

Once NWT Aboriginal Final Lands, Resources and Agreements receive Royal Assent, the terms of the final agreements must be implemented through an implementation plan that identifies; the costs of implementation; the obligations required to carry out the final agreement; times frames and who is responsible for which activities and obligations; activities that provides Aboriginal government to assume the jurisdictions and authorities contained in the final agreement and activities that allow Aboriginal government to be fully operational.

The combining of self-government with land claims has made negotiations much more complex than in the past, when negotiations only dealt with lands and resources. Lands, resources and self-government agreements will have a profound effect on the overall system of governance in the NWT, including the mandates and responsibilities of the GNWT. The impacts of lands, resources and self-government agreements are also closely linked to other constitutional development initiatives such as devolution.

Negotiating fair financing arrangements with Canada, for the incremental costs associated with implementing lands, resources and self-government agreements, is critical towards ensuring that there is no reduction in the level of programs and services delivered to Aboriginal and non-Aboriginal residents of the NWT.

The Implementation Division will increase over time as more lands, resources and self-government agreements are negotiated and settlements are achieved.

The following positions report directly to the Director of Implementation:

Manager, Implementation Negotiations

(two Implementation Negotiators and two Assistant Implementation Negotiators report directly to the Manager)

The Manager is responsible for all aspects of implementation negotiations as they pertain to lands, resources and self-government agreements within the scope of GNWT negotiating mandates and instructions. The incumbent is responsible for ensuring that GNWT interests and positions are articulated at the main tables and implementation negotiations and that GNWT financial interests are protected through negotiated funding agreements with the parties.

Chief Negotiator, Self-Government Financing

The Chief Negotiator is responsible for negotiating a comprehensive self-government financing arrangement with Canada. This will include developing a comprehensive approach towards financing the implementation of self-government agreements in the NWT, identifying linkages among key files (devolution, resource revenue sharing and territorial formula financing) and GNWT self-government financing positions in the context of preferred governance models.

Implementation Coordinators (three positions)

The Implementation Coordinators are responsible for negotiating, managing and coordinating GNWT implementation activities and obligations pursuant to the Inuvialuit, Gwich'in, Sahtu and Tlicho Land Claims and Self-government Agreements. The incumbents are responsible for preparing the GNWT assessment and analysis of policy and financial issues arising from ongoing implementation of the land claims and self-government agreements and providing advice and assistance to GNWT program departments on all matters concerning their direct, ongoing implementation activities and obligations pursuant to the land claims and self-government agreements.

Administrative Assistant

The Administrative Assistant provides administrative and secretarial support to the Director and the Implementation Division.

DIMENSIONS

Budget (2006-07)

Salary Budget	\$1,067,000
O&M Budget	<u>\$131,000</u>
* Total Budget	\$1,198,000

* This includes departmental vote 4/5 implementation funding

Positions – Indeterminate 11

In addition to the above departmental budget, the Director is also responsible for managing the budgetary process for all GNWT departmental vote 4/5 implementation budgets. This includes negotiating funding agreements with Canada, monitoring departmental implementation revenues and expenditures and recommending funding reallocations between departments to ensure all GNWT implementation obligations and activities are met.

Total GNWT Inuvialuit Implementation Budget (3 departments)	\$3,531,000
Total GNWT Gwich'in Implementation Budget (7 departments)	\$325,000
Total GNWT Sahtu Implementation Budget (7 departments)	\$304,000
Total GNWT Tlicho Implementation Budget (9 departments)	<u>\$1,612,000</u>
Total 2006-07 GNWT vote 4/5 Implementation Budget	\$5,772,000

RESPONSIBILITIES/ACCOUNTABILITIES

1. Take the lead role in managing and co-ordinating the development of GNWT lands, resources and self-government implementation negotiating instructions ensuring that the interests of the GNWT and all NWT residents are adequately represented at all phases of negotiations.
2. Assist in ensuring that viable negotiating mandates for lands, resources and self-government implementation negotiations are fully developed for Executive Council consideration so that the GNWT position can be articulated from a strong policy basis.
3. Responsible for negotiating a comprehensive self-government financing arrangement with Canada, including the incremental costs associated with implementing self-government agreements in the NWT.
4. Direct the lands, resources and self-government post-settlement implementation responsibilities and obligations of the GNWT by anticipating the direction of implementation, assessing the implications, and developing and recommending strategies for implementing issues such as the drawdown of jurisdictions (ie. kindergarten to grade 12) by Aboriginal governments. This has significant implications related to human resources, collective agreements and overall financing of self-government in the NWT.
5. Ensure that Cabinet and senior officials are kept fully apprised of implementation and self-government financing negotiations by co-ordinating briefing materials, presentations and speaking notes for Senior Management, the Minister and the Premier, and attend or provide advice to these individuals for officials meetings, conferences and Cabinet.
6. Identify and manage issues related to lands, resources and self-government implementation negotiations, as well as ongoing implementation including GNWT financial, political and operational implications.
7. Analyse proposals, issues and positions of the parties (territorial, federal and Aboriginal governments) involved in negotiations to ensure consistency across the NWT and that

negotiations are being carried out within GNWT mandates, policies and direction and seek mandate revision where required.

8. Determine whether implementation obligations and activities have been and are being carried out in accordance with the implementation plans and lands, resources and self-government agreements.
9. The Director is appointed as the senior official representing the GNWT on tripartite Implementation Committees established by each lands, resources and self-government agreement to oversee, manage and provide direction for the implementation of the agreements and attempt to resolve implementation disputes arising between the parties prior to seeking resolution through arbitration or the courts.
10. Represents the GNWT at tripartite implementation negotiations and when negotiating implementation financing agreements with the federal government, ensuring that GNWT departments have the funding required to meet their ongoing implementation obligations.
11. Direct and supervise Implementation Division staff and manage the department's Implementation budget, as well as, the budgetary process for all GNWT departmental vote 4/5 implementation budgets.
12. Participate in departmental management, including attending and participating in weekly Senior Management Team meetings, supporting other managers with human resource and recruitment related matters and assisting with the department's business planning process.

KNOWLEDGE, SKILLS AND ABILITIES

The knowledge, skills and abilities can normally be acquired through a Bachelor or Masters degree with training in management, finance, human relations, negotiation skills and conflict resolution plus 7-10 years of progressive experience in the conflict resolution/negotiations field. The incumbent should have 5-7 years management experience and must demonstrate an ability to manage human and financial resources within a public sector environment.

1. To facilitate lands, resources and self-government implementation negotiations and post-settlement implementation, the incumbent requires an understanding of lands, resources and self-government agreements and how they relate to the political environment of the NWT.
2. Knowledge of federal and territorial government policies, legislation, roles, functions and structures in support of lands, resources and self-government implementation negotiations, as well as, devolution and self-government financing negotiations is required.
3. As the Director responsible for self-government financing and the overall financial management of GNWT vote 4/5 implementation budgets, the incumbent requires an understanding and knowledge of federal and territorial financing policies, procedures and agreements.

4. In order to provide leadership, advice and direction for Implementation staff and GNWT departmental officials, the Director requires an understanding of all GNWT implementation obligations flowing from the various lands, resources and self-government agreements and the implications of not fulfilling those obligations on a timely basis.
5. Knowledge of negotiation tactics and strategies are required during financial negotiations, lands, resources and self-government implementation negotiations and as the GNWT's representative on the various tripartite Implementation Committees.
6. Strong strategic thinking skills as well as a demonstrated ability to research, analyze and synthesize multiple concepts and priorities are essential.
7. Ability to think quickly in high stress negotiation situations.
8. Ability to assess the financial, political and practical implications of negotiating proposals presented by the other parties.
9. Given the legal and constitutional nature of lands, resources and self-government agreements, knowledge of legal issues and precedence is required.
10. The department operates in a highly charged and political environment where strategic analysis and development skills are required.
11. Given the broad implications of the work of the department, and its highly political sensitive nature, the ability to write and communicate effectively, including the ability to show discretion and diplomacy through communications on difficult and complex matters is required.
12. An ability to use interpersonal skills both internal to the department in the staff management function and external given the ongoing multi-party nature of negotiating and implementing lands, resources and self-government agreements is required.
13. Ability to work in a cross-cultural environment.
14. Ability to travel extensively, sometimes on short notice.
15. As the senior manager responsible for the overall day-to-day management of the Implementation Division, the Director requires leadership and supervisory skills.

WORKING CONDITIONS

Physical Demands

The incumbent spends significant time sitting at a computer workstation and at negotiating or meeting tables, however, the incumbent has the opportunity to move about the office or meeting room.

Environmental Conditions

The incumbent works in a generally comfortable work environment, in a closed office. A considerable amount of travel is required, sometimes involving small planes or boats. Travel to Implementation Committee meetings and implementation negotiating sessions is monthly, with a duration of 2-5 days. Meetings and negotiating sessions are often held in small communities where meeting and accommodation facilities may lack "hotel-like" amenities. This may result in stress to the incumbent's health and home life.

Sensory Demands

Ongoing implementation issues/negotiations with the federal government and Aboriginal organizations are dealt with via e-mail, teleconference and face-to-face meetings, all of which require a fair amount of tact and diplomacy. The incumbent is exposed to demands of high concentration during difficult and sometimes adversarial meetings/negotiations during which the incumbent must be prepared to make judgements based on the other parties' demeanor, tone of voice and physical mannerisms. Implementation meetings/negotiating sessions are monthly with ongoing weekly discussions on particular issues. The incumbent spends a fair amount of time working on computer, reviewing proposals, drafting reports and corresponding via e-mail.

Mental Demands

Due to the politically sensitive nature of negotiating and implementing lands, resources and self-government implementation plans and financing agreements, contact with the federal government and Aboriginal organizations is the most difficult. Contact with federal and Aboriginal negotiators, leaders and senior officials during tense and sometimes volatile meetings and negotiations requires significant tact and diplomacy and the ability to think clearly in stressful situations. The incumbent, representing the GNWT, may be challenged personally for perceived inaction or lack of support on the part of the GNWT – negative insinuations and the use of profanity are not uncommon. As a result of the nature and consequence of error, including financial liability to the GNWT, this is a high stress environment to work in. The incumbent is expected to work irregular or long hours preparing for, and during, Implementation Committee sessions and implementation negotiations which can often place a high degree of stress on the incumbent's health and family situation.