



Northwest Territories

Dr. Ralph Hele

## **IDENTIFICATION**

<i>Position Number</i>	<i>Position Title</i>	
6194	Manager, Trade & Investment	
<i>Department</i>	<i>Division/Region</i>	<i>Location</i>
Industry, Tourism & Investment (ITI)	Sahtu Region	Norman Wells

## **PURPOSE OF THE POSITION**

This position reports to the Regional Superintendent and has a direct working relationship with the BDIC, and works closely with the regional Community Futures organization. The incumbent is responsible for the effective delivery of the Department's business programs and services in all sectors, including business, traditional economy, arts and crafts, tourism. In addition the Manager is responsible for the delivery of the Business Incentive Program with its mandate aimed at developing and sustaining a healthy business community in the Sahtu.

The Manager is also responsible for promoting and facilitating local business opportunities, especially as they relate to opportunities arising from major resource developments. The incumbent serves as the primary regional contact regarding review of opportunities and business proposals.

The incumbent manages assigned human and financial resources in accordance with federal and territorial legislation and GNWT policies and procedures to achieve departmental and regional goals for the broad growth and development of the business industries in the Sahtu Region.

## **SCOPE**

The position is located in Norman Wells and serves all five communities in the Sahtu Region encompassing four isolated communities in addition to the Town of Norman Wells that serves as the regional centre and economic hub of the Sahtu. A challenge for the position is adjusting delivery approaches to capture interest and support for concepts and establishing business relationships in the region.

The incumbent must work collegially with all levels of government, communities, special interest groups and businesses, ranging from small arts and crafts entrepreneurs to the largest corporations in the NWT.

The Manager directly supervises a staff of two, a Business Development Officer with a regional focus and an Economic Development Officer for Norman Wells and Colville Lake. The Economic Development Officers for the communities of Fort Good Hope, Tulita and Deline are funded through the Community Transfer Initiative. The incumbent is responsible for the delivery of these agreements.

The Sahtu region currently manages a loan portfolio of 21 loans, totalling \$3.5 million. The Superintendent has signing authority on loans up to \$200,000 and recommends to BDIC on loans up to \$2 million. The region's combined Business Development Fund & Grants to Small Business budget currently stands at \$230,000 and in fiscal 2005-06 38 applications were approved. The Region's Community Futures organization, the Sahtu Business Development Corporation has an operating budget totalling \$192,000 and its portfolio at 2006 fiscal yearend stood at \$1,400,000.

The Manager is expected to deal with politically sensitive issues related to business development activities within the context of settled Aboriginal self-government agreements. The Superintendent must rely on the incumbent to deal with the technical aspects of business development issues in order to allow the Superintendent time to ensure all programs are delivered in a manner that is responsive to politically sensitive issues.

The incumbent must possess sophisticated analytical skills and a solid understanding of the dynamics of operating a business in the north. The position is often called upon to function as a senior analyst on complex applications generated outside of the region and from time to time is asked to take a leadership role on various committees focused on business issues and program delivery.

## **RESPONSIBILITIES**

- 1. Manages all business development loans, contributions, grants, contracts, budgets and counselling programs.**
  - Under an MOU with the BDIC the manager will act as delivery agent for BDIC programs and services, which will include existing BDF funding. Overall the incumbent manages a budget of approximately \$1 million of which \$364K is program related, \$279K is contract related and \$410K is O&M related. The management function includes allocating program funds to specific programs, negotiating contractual agreements and ensuring suitable accountability, maximizing the use of O&M to meet regional goals and objectives.
  - Promotes partnerships between established and growing businesses, and funding partnerships with other financial institutions, including Federal Government programming, in order to leverage limited departmental resources.
  - Coordinates specific funding participation in client proposals in a manner that ensures departmental or other funding partner needs are reconciled with client expectations and

market realities

- Ensures all client contributions are accounted for in a timely manner.
- Directs all business development and aftercare programs while ensuring all projects meet program criteria and department mandates.
- Manages the development of small business opportunities by assisting in the identification of business opportunities.
- Integrates long-term and short-term regional strategies in the area of business development.

**2. Manages a regional loan portfolio of \$3.5 million.**

- Recommends to the Regional Superintendent on regional lending authority of loans up to \$200K.
- Recommends to CEO, Business Development and Investment Corporation on loans up to \$500,000.00 and to the BDIC Credit Committee on loans up to \$2,000,000.00.
- Coordinates collection activity on loan arrears and recommends to Regional Superintendent and the BDIC on litigation action.
- Tracks loan application reviews and decisions to ensure that the lending process meets Departmental and BDIC timeline standards.
- Ensures loan documentation is accurate and complete.

**3. Manages the Government of the Northwest Territories' Business Incentive Policy in the Sahtu Region to encourage the maximization of small business opportunities arising from public spending.**

- Chairs the Regional Qualification Committee that considers and approves or denies BIP applications from the business communities on an ongoing basis.
- This requirement is specifically a cabinet-endorsed policy as outlined in the GNWT's Business Incentive Policy 52-04.

**4. As called upon by the Department's senior management, the incumbent participates on various committees and task force groups at the senior management level to provide insight and input into a wide variety of business development initiatives to develop the regional and territorial economies.**

- Facilitates the process of developing an integrated multi-year community economic development plan by working cooperatively with community interest groups and staff.
- Functions as a senior analyst on loan applications from other regions requiring a high level of analytical expertise.

**5. Responsible for the recruitment, development, training, evaluation, discipline and motivation of staff in Trade and Investment.**

- Participates in all aspects of staff recruitment.
- Develops and writes job descriptions.
- Establishes appropriate and measurable goals and objectives.
- Effectively communicates expectations and performance objectives.
- Monitors staff performance and evaluate performance at regular intervals.
- Develops staff capability through the provision of ongoing advice, direction and support.
- Deals with human resource issues and makes recommendations to the Regional Superintendent concerning the handling of human resource problems.

**6. Responds to written and verbal inquiries from other governmental agencies, the Legislative Assembly, public and Aboriginal groups, the media and industry for departmental and GNWT resource development information.**

- Provides ITI staff, Directors and the Deputy Minister with advice obtained through community liaison, consultation and industry knowledge regarding business or related activities in the region.
- Provides the prime departmental link with communities, public groups, and industry and performs other diverse duties as required.

**7. Shares responsibility to act as Regional Superintendent, Sahtu Region with other members of the regional management team.**

**KNOWLEDGE, SKILLS AND ABILITIES**

- Excellent analytical ability in risk assessment, credit evaluation, break-even analysis, ratio analysis and other forms used in grading financing and commercial credit and five years of senior commercial lending experience;
- Ability to interpret the Mackenzie Valley Resource Management Act and its impact on the establishment of business within lands falling under the Mackenzie Valley Act;
- Proficient in the use of spreadsheet software;
- Skills in consultation, negotiation, planning, coordination, monitoring and assessment and communication techniques;
- Ability to familiarize oneself with NWT community lifestyles and Aboriginal cultures;
- Possess skills and abilities to develop relationships of trust with industry, government, community and Aboriginal leaders;
- Ability to assess continually changing socially and politically sensitive situations to identify problems or opportunities and recommend original, workable and acceptable solutions;
- Ability to organize and work on several different issues, priorities and timetables simultaneously;

- Superior verbal, graphic presentation and writing skills and the ability to communicate and relate well to broad range linguistic and culturally diverse audiences; and
- Computer skills in word-processing, database and presentation software, as well as the Internet and electronic communication.

**TYPICALLY, THE ABOVE QUALIFICATIONS WOULD BE ATTAINED BY:**

These skills are usually acquired through the completion of a degree in Commerce, Business Administration, Economics or related program, plus five years of senior commercial credit and lending experience or a Master's Degree in Business Administration with three years of commercial credit and lending experience. The incumbent's experience should reflect involvement within a management team, and involvement in strategic planning and decision making for the organization.

**WORKING CONDITIONS**

Working Conditions identify the *unusual and unavoidable*, externally imposed conditions under which the work must be performed and which create hardship for the incumbent. Express frequency and duration of occurrence of physical demands, environmental conditions, sensory demands and mental demands.

**Physical Demands**

	Frequency	Duration	Intensity
Time spent at computer workstation.	Daily	Up to 7 hours daily	Moderate
Extended working hours are often required to facilitate work-related travel and work with clients and organizations to meets client needs.	Twice on a monthly basis	Up to 15 hours	Moderate
Attendance at long meetings.	Weekly	Up to 5 hours	Low

**Environmental Conditions**

	Frequency	Duration	Intensity
The position has regional responsibilities and requires travel within the Region. Travel, at times, necessitates the use of single-engine aircraft under adverse weather conditions. Travel by automobile under poor or adverse winter conditions is sometimes required. Accommodations in small communities are basic	Quarterly	1 to 3 days	Moderate
Loan collections, field calls and visitation with distressed or bankrupt clients, or the rejecting of a funding request, can result in verbal abuse.	Monthly	3 to 5 hours	High
Site visits, either for BIP or loan follow-up, often require association with industrial	Monthly	1 to 2 hours	High

hazards either a chemical or heavy equipment nature.			
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### Sensory Demands

	Frequency	Duration	Intensity
Analysis and review of high-end business proposals sometimes in the hundreds of pages filled with elaborate technical and financial information requires high levels of concentration. Normal day-to-day job interferences place a higher than normal levels of stress on the reviewer.	Weekly	4 to 5 hours	High

### Mental Demands

	Frequency	Duration	Intensity
The analysis and review of detailed business proposals requiring long periods of reading and analysis are generally under time constraints with the proponents constantly requesting conclusion or upward referral.	3 times weekly	4 to 6 hours	High
Business travel sometimes requires being away for up to a week at a time and involves working at trade shows and seminars.	Quarterly	5 to 10 days	High
Completion of briefing notes is generally required within tight timeframes.	Weekly	1 to 2 hours	Moderate

### EXCLUSION / INCLUSION

#### **Section A**

- This job should be included in the bargaining unit
- This job should be excluded from the bargaining unit (complete section B)

**Section B – Rationale for exclusion from the bargaining unit**

(Exclusion from the bargaining unit must meet the conditions outlined in section 306 of the GNWT's Human Resources Manual (HRM). Refer to Section 306 of the GNWT's HRM and outline the reason for the exclusion request below)

**Comments:**