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CLASSIFICATION STANDARD

PURCHASING AND SUPPLY

Administrative and Foreign Service Category

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Administrative and Foreign Service Category

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INTRODUCTION

The classification standard for the Purchasing and Supply Group is a point-rating plan consisting of an introduction, definition of the Administrative and Foreign Service Category and the occupational group, rating scales and bench-mark position descriptions.

Point rating is an analytical, quantitative method of determining the relative value of jobs. Point-rating plans define characteristics or factors common to the jobs being evaluated, define degrees of each factor and allocate point values to each degree. The total value determined for each job is the sum of the point values assigned by the raters.

All methods of job evaluation require the exercise of judgement and the orderly collection and analysis of information in order that consistent judgements can be made. The point-rating method facilitates rational discussion and resolution of differences in determining the relative value of jobs.

Factors

The combined factors may not describe all aspects of jobs. They deal only with those characteristics that can be defined and distinguished and that are useful in determining the relative worth of jobs. Four factors are used in this plan, two of which have more than one dimension and have been defined in terms of two related elements.

Factor Weighting and Point Distribution

The point weighting of each factor reflects its relative importance. Similarly, points are distributed to the factors or elements in an arithmetic progression.

Rating Scales

In the rating plan the following factors, factor weights and point values are used.

Factors	Factor Weights	Point Values	
		Minimum	Maximum
Knowledge	37.5	60	300
<u>Decision Making</u>	31.2	50	250
Scope			
Impact			
Contacts	18.8	30	150
Nature			
Persons Contacted			
<u>Managerial Responsibility</u>	12.5	<u>0</u>	<u>100</u>
		140	800

Bench-mark Positions

Bench-mark position descriptions are used to exemplify degrees of factors. Each description consists of a brief summary, a list of the principal duties with the percentage of time devoted to each, and specifications describing the degree of each factor to which the position is rated. The bench-mark positions have been evaluated and the degree and point values assigned for each factor are shown in the specifications.

The rating scales identify the bench-mark position descriptions that exemplify each degree. These descriptions are an integral part of the point-rating plan and are used to ensure consistency in applying the rating scales.

Use of the Standard

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

1. The position description is studied to ensure understanding of the position as a whole. The relation of the position being rated to positions above and below it in the organization is also studied.
2. Allocation of the position to the category and the group is confirmed by reference to the definitions and the descriptions of inclusions and exclusions.
3. Tentative degrees of each factor in the position being rated are determined by comparison with degree definitions in the rating scales. Uniform application of degree definitions requires frequent reference to the description of factors and the notes to raters.
4. The description of the factor in each of the bench-mark positions exemplifying the degree tentatively established is compared with the description of the factor in the position being rated. Comparisons are also made with descriptions of the factor in bench-mark positions for the degrees above and below the one tentatively established.
5. The point values for all factors are added to determine the tentative total point rating.
6. The position being rated is compared as a whole with positions to which similar total point values have been assigned, as a check on the validity of the total rating.

Determination of Levels

The ultimate objective of job evaluation is the determination of the relative values of jobs in each occupational group. Jobs that fall within a designated range of point values will be regarded as of equal difficulty and will be assigned to the same level.

Level and Level Boundaries

<u>Level</u>		<u>Level Boundaries</u>
PG-1		140-225
PG-2		226-335
PG-3		336-455
PC-4		456-575
PG-5		576-695
PG-6		696-800

CATEGORY DEFINITION

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

GROUP DEFINITION

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

KNOWLEDGE FACTOR

This factor measures the general and technical knowledge required to perform the duties of the position.

Definitions

"General" knowledge refers to the depth and breadth of knowledge required in such areas as materiel and contracting management regulations, practices, techniques, procedures, operations, objectives, policies and legislation and general administration as well as the environment in which this knowledge is to be applied in carrying out the duties of the position.

"Technical" knowledge refers to the depth and breadth of specialized knowledge required in such areas as statistics, informatics, economics, socio-economics, commerce, accounting, science or engineering.

Note to Raters

Consideration is to be given to both the general and technical knowledge required to carry out the duties of the position.

The degree tentatively selected is to be confirmed by comparing the duties of the position being rated with the duties and specifications of the bench-marks that exemplify the degree.

RATING SCALE - KNOWLEDGE

Degree	<u>Points</u>	Bench-mark Position Descriptions
1	60	1. Regional Supply Officer 2. Contracts Officer 3. Materiel Management Officer
2	100	4. Contracting Officer 5. Regional Materiel Management Officer 6. Stock Control Manager 7. Supervisor, Purchasing and Contracts 8. Supervisor, Warehousing
3	140	9. Contract Management Officer 10. Policy and Procedures Officer 11. Senior Contracts Officer 12. Procurement Officer
4	180	13. Materiel Systems Officer 14. Head, Materiel Assets Management 15. Regional Manager, Materiel Management 16. Engineering Procurement Officer 17. Section Head, Materiel Identification
5	220	18. Science Procurement Officer 19. Chief, Procurement and Logistics Services 20. Capital Procurement Subsection Head
6	260	21. Senior Science Procurement Officer 22. Chief, Materiel Management 24. Assistant Director, Materiel Management
7	300	23. Section Head, Procurement Policy 25. Chief, Planning, Control and Administration 26. Section Chief, Aerospace, Marine and Electronics Systems Branch

DECISION MAKING FACTOR

This factor measures the responsibility for decision making in terms of scope and impact.

Definitions

"Decisions" refers to the requirement to take particular courses of action within the authority delegated to the position; to recommendations to superiors and to line officers to follow particular courses of action; and to participate effectively in shared decisions and recommendations in a joint decision-making process.

"Scope" refers to the freedom to make decisions. The extent is measured in terms of the judgement and initiative required to identify and resolve problems, the availability of direction, and the difficulty of determining the implications of possible courses of action.

"Impact" refers to the importance of the decisions in terms of the resources committed or affected. It also refers to the importance of decisions in terms of their effect on the efficiency with which supplies and services are provided to departments or agencies, and the significance of precedents established.

"Established methods" is to be interpreted broadly to include the guidance provided by manuals and directives, and by precedents.

"Program" refers to the plan of action, including resources, designed to achieve a government objective, policy or legislative intent.

Notes to Raters

Scope

In evaluating positions under the "scope" element, raters are to consider:

- the extent of judgement and initiative required to make decisions which includes the ability to discern and identify problems and to initiate action along lines which avoid undesirable consequences.
- the manner in which established methods are utilized, including the extent to which they may have to be modified or new methods developed, to solve problems.
- the difficulty in determining the implications of possible courses of action due to the complexity and interrelationships of the elements involved.
- the extent to which decision making is limited by regulations, directives or other means and the availability of expertise and direction.

Impact

The four degrees of this element are illustrated by the bench-mark position descriptions. The following characteristics of the work are to be considered in determining a tentative degree for this element:

- the volume and nature of supplies or services affected by the decisions, which include such factors as total tonnage, number of line item transactions, value of assets, amount of turnover and the quantity and type of contractual agreements entered into.
- the amount of funds, staff, warehousing facilities or other resources committed or significantly affected by the decisions.

- the extent to which the position has the effective recommending authority, which is usually related to the level of the position in the organization.
- the consequence of an error of judgement in making a decision or recommendation and its effect on the quality and cost of services provided to departments and agencies.

Any one characteristic is only an indication of the impact of the decisions, and the whole context within which the work is performed is to be considered. The job as a whole is then to be compared with the bench-marks exemplifying the degree of impact that has been tentatively established.

RATING SCALE - DECISION MAKING

			SCOPE		
		<p>Decisions require some judgement and initiative.</p> <p>Individual problems are solved by the selection of a course of action indicated by established methods and instructions.</p> <p>The implications of possible courses of action are usually apparent from precedents.</p> <p>Unusual problems are referred to superiors.</p>	<p>Decisions require a moderate degree of judgement and initiative.</p> <p>Problems are solved by selection of courses of action that may require some modification of established methods.</p> <p>The implications of possible courses of action may not be readily apparent.</p> <p>Direction is sought when the apparent solutions to problems are not within the intent of established practices.</p>	<p>Decisions require a significant degree of judgement and initiative.</p> <p>Problems are solved by modification of established methods or by devising new courses of action within the intent of established programs.</p> <p>The implications of possible courses of action are often difficult to determine.</p> <p>Recommendations are made to effect changes in a major component of a program.</p>	
IMPACT		A	B	C	
Limited	1	<p>50</p> <p>1. Regional Supply Officer</p> <p>2. Contracts Officer</p> <p>3. Materiel Management Officer</p> <p>4. Contracting Officer</p>	<p>100</p> <p>5. Regional Materiel Management Officer</p> <p>6. Stock Control Manager</p> <p>12. Procurement Officer</p>	<p>149</p>	
Moderate	2	<p>101</p> <p>7. Supervisor, Purchasing and Contracts</p> <p>8. Supervisor, Warehousing</p> <p>9. Contract Management Officer</p> <p>11. Senior Contracts Officer</p>	<p>150</p> <p>10. Policy & Procedures Officer</p> <p>13. Materiel Systems Officer</p> <p>14. Head, Materiel Assets Management</p> <p>15. Regional Manager, Materiel Mgmt.</p> <p>16. Engineering Procurement Officer</p> <p>17. Section Head, Materiel Identification</p> <p>18. Science Procurement Officer</p> <p>19. Chief, Procurement and Logistics Services</p>	<p>200</p> <p>21. Senior Science Procurement Officer</p> <p>22. Chief, Materiel Management</p>	
Significant	3	<p>151</p>	<p>201</p> <p>20. Capital Procurement Subsection Head</p>	<p>250</p> <p>23. Section Head, Procurement Policy</p> <p>24. Assistant Director, Materiel Mgmt.</p> <p>25. Chief, Planning, Control & Admin.</p> <p>26. Section Chief, Aerospace, Marine & Electronics Systems Branch</p>	

CONTACTS FACTOR

This factor measures the degree of difficulty and importance of contacts that occur as an integral part of the work and the requirements imposed by these contacts to work and communicate with others in person, by telephone or in writing. The elements of the factor are the nature of contacts and the persons contacted.

Definition

"Sales representatives" refers to employees in private industry who are the primary contact for the routine sale of goods and services to government.

"Officials" refers to managerial, professional or administrative personnel with substantial executive authority.

Notes to Raters

Only those contacts that are an integral part of the work and that result from the duties assigned or sanctioned by management are to be considered.

Contacts with immediate supervisor and subordinates are not to be considered.

If the duties of the position include contacts involving more than one combination of persons contacted and nature of contacts, the points for each degree are to be determined and the highest point value used. Only the highest point value contact is described in the bench-mark specifications.

Points are to be assigned for written contacts only if the duties of the position being rated include responsibility for signing letters or memoranda. Points will not be assigned if responsibility is limited to contacts by form or pattern letters.

RATING SCALE - CONTACTS

NATURE			
PERSONS CONTACTED	To give, obtain and exchange information requiring discussion and explanation. A	To provide substantial advice or persuade and obtain compliance, agreement or cooperation of others. B	To conduct consultation or negotiations, and reach agreement or obtain commitment on matters of significance or of considerable complexity. C
1 Employees in the same department, employees (other than officials) of other departments and sales representatives.	30 6. Stock Control Manager	71 1. Regional Supply Officer 2. Contracts Officer 3. Materiel Management Officer 5. Regional Materiel Management Officer 8. Supervisor, Warehousing 10. Policy & Procedures Officer 13. Materiel Systems Officer	112
2 Officials of other departments and agencies and employees (other than sales representatives and officials) of other levels of government, other countries, private organizations or industry.	49 	90 4. Contracting Officer 7. Supervisor, Purchasing & Contracts 14. Head, Materiel Assets Management	131 12. Procurement Officer 20. Capital Procurement Subsection head 22. Chief, Materiel Management 24. Assistant Director, Materiel Management
3 Officials of other levels of government, other countries, private organizations or industry	68 	109 9. Contract Management Officer 11. Senior Contracts Officer 15. Regional Manager, Materiel Management 17. Section Head, Materiel Identification 19. Chief, Procurement and Logistics Services	150 16. Engineering Procurement Officer 18. Science Procurement Officer 21. Senior Science Procurement Officer 23. Section Head, Procurement Policy 25. Chief, Planning, Control & Admin. 26. Section Chief, Aerospace, Marine & Electronics Systems Branch

MANAGERIAL RESPONSIBILITY FACTOR

This factor measures the responsibility for work which is performed by other employees.

Definition

"Managerial responsibility" refers to such functions as: planning, organizing and allocating resources; assigning work; maintaining follow-up to assure adequate performance; carrying out the various personnel functions as appropriate to the organizational structure and level of delegation.

Note to Raters

A position which has no substantive responsibility for work performed by other employees will be awarded no points for this factor.

RATING SCALE - MANAGERIAL RESPONSIBILITY

Degree Definitions		<u>Points</u>	Bench-mark Position Descriptions
Responsibility for assigning, checking and evaluating work.	A	15	3. Materiel Management Officer 5. Regional Materiel Management Officer 7. Supervisor, Purchasing and Contracts 11. Senior Contracts Officer 16. Engineering Procurement Officer 18. Science Procurement Officer 21. Senior Science Procurement Officer
Responsibility for planning, organizing and evaluating the work of a subordinate unit or project team.	B	40	14. Head, Materiel Assets Management 15. Regional Manager, Materiel Management 20. Capital Procurement Subsection Head 23. Section Head, Procurement Policy
Responsibility, through supervisors, for the work of subordinate units typically involving such aspects as: adjusting workloads, modifying operating procedures, allocating resources to meet changes in work priorities and/or volume and ensuring that established personnel policies are carried out.	C	70	6. Stock Control Manager 8. Supervisor, Warehousing 17. Section Head, Materiel Identification 19. Chief, Procurement and Logistics Services 22. Chief, Materiel Management 25. Chief, Planning, Control & Admin. 26. Section Chief, Aerospace, Marine & Electronics Systems Branch
Responsibility through supervisors or managers for the work of a number of subordinate units involving the planning, directing and controlling of resources and requiring a significant degree of coordination.	D	100	24. Assistant Director, Materiel Management

BENCH-MARK POSITION DESCRIPTION INDEX

<u>BM#</u>	<u>Descriptive Title</u>	<u>Knowledge</u>	<u>Decision Making</u>	<u>Contacts</u>	<u>Managerial Responsibility</u>	<u>Total</u>	<u>Level</u>
1	Regional Supply Officer	1/60	A1/50	131/71	-/0	181	1
2	Contracts Officer	1/60	A1/50	131/71	-/0	181	1
3	Materiel Management Officer	1/60	A1/50	131/71	A/15	196	1
4	Contracting Officer, Electronics and Electrical Products Group	2/100	A1/50	132/90	-/0	240	2
5	Regional Materiel Management Officer	2/100	131/100	131/71	A/15	286	2
6	Stock Control Manager, Canadian Forces Supply Depot	2/100	131/100	A1/30	C/70	300	2
7	Supervisor, Purchasing and Contracts	2/100	A2/101	132/90	A/15	306	2
8	Supervisor, Warehousing, Capital Region Supply Centre	2/100	A2/101	131/71	C/70	342	
9	Contract Management Officer, Industrial and Commercial Products Directorate	3/140	A2/101	133/109	-/0	350	3
10	Policy and Procedures Officer	3/140	132/150	131/71	-/0	361	3
11	Senior Contracts Officer	3/140	A2/101	133/109	A/15	365	3
12	Procurement Officer, Aerospace Marine and Electronics Systems Directorate	3/140	131/100	C2/131	-/0	371	3
13	Materiel Systems Officer	4/180	132/150	131/71	-/0	401	3
14	Head, Materiel Assets Management	4/180	132/150	132/90	B/40	460	4
15	Regional Manager, Materiel Management	4/180	132/150	133/109	B/40	479	4
16	Engineering Procurement Officer, Electronic Systems Group	4/180	132/150	C3/150	A/15	495	4
17	Section Head, Materiel Identification	4/180	132/150	133/109	C/70	509	4

<u>BM#</u>	<u>Descriptive Title</u>	<u>Knowledge</u>	<u>Decision Making</u>	<u>Contacts</u>	<u>Managerial Responsibility</u>	<u>Total</u>	<u>Level</u>
18	Science Procurement Officer, Science Branch	5/220	B2/150	C3/150	A/15	535	4
19	Chief, Procurement and Logistics Services	5/220	82/150	83/109	C/70	549	4
20	Capital Procurement Subsection Head	5/220	83/201	C2/131	B/40	592	5
21	Senior Science Procurement Officer, Science Branch	6/260	C2/200	C3/150	A/15	625	5
22	Chief, Materiel Management	6/260	C2/200	C2/131	C/70	661	5
23	Section Head, Procurement Policy	7/300	C3/250	C3/150	B/40	740	6
24	Assistant Director, Materiel Management	6/260	C3/250	C2/131	D/100	741	6
25	Chief, Planning, Control And Administration, Canadian Patrol Frigate Project	7/300	C3/250	C3/150	C/70	770	6
26	Section Chief, Aerospace, Marine and Electronics Systems Directorate	7/300	C3/250	C3/150	C/70	770	6

BENCH-MARK POSITION DESCRIPTIONS

Bench-mark position descriptions are to provide raters with guidance in the interpretation and application of the rating plan. They were developed at the time this standard was updated to provide examples of specific job features that illustrate the category and group inclusions as well as the various factors and their elements.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 1

Level: 1

Descriptive Title: Regional Supply Officer

Point Rating: 181

Summary

Reporting to the Chief, Materiel Management for Prairie and Northern Region, organizes and conducts the procurement and receipt of a wide variety of commodities including technical equipment and services; verifies regional supply sources for all commodities; prepares recommendations regarding consolidated procurement; provides advice and guidance to management on purchasing activities; and performs other duties.

Duties% of Time

70

1. Organizes and conducts the procurement and receipt of a wide variety of commodities including technical equipment and services to meet the operational requirements of the Prairie and Northern Region with an annual expenditure for goods and services of \$4 million and ensures the effective, efficient and economic procurement of materiel by:
 - analyzing trade descriptions and specifications provided on requests by clients and determining if adequate for procurement;
 - establishing the most economical method by which the materiel and/or services shall be obtained; i.e. renting or buying, by local purchase order, by standing offer agreement or through SSC;
 - reviewing the amount of funds provided by the originator, determining if funds are sufficient to proceed with the purchase, ensuring the necessary funds have been committed and verifying the proper signing authority;
 - locating sources of supply, obtaining and evaluating quotations, negotiating single source purchases and delivery, preparing purchase documents and authorizing purchase orders within delegated signing authority for goods and services bought directly with industry;
 - preparing requisitions for materiel to be obtained through SSC and following up to ensure materiel and services are provided as and when requested;
 - expediting orders to ensure services or materiel are received on schedule and negotiating alternate delivery dates when delivery cannot be made as requested or locating an alternate source;
 - reviewing previous acquisitions and recommending the issuing of standing offer agreements for those items or services for which there is an ongoing need;
 - liaising with Customs and Excise and commercial customs brokers regarding materiel being shipped to or received from foreign suppliers;

% of Time

- receiving and handling incoming and outgoing shipments in accordance with the Canada Labour Code;
 - maintaining purchasing records and analyzing statistics;
 - reviewing monthly purchasing activities by responsibility centre and recommending changes when appropriate;
 - selecting the most practical means to transport goods and equipment ensuring critical delivery time frames are met; and
 - completing necessary bills of lading and maintaining records of same.
- 10
2. Verifies regional supply sources for all commodities in order to ensure the availability of an adequate and current list by:
- attending demonstrations of new products;
 - ordering and arranging distribution of regional and national standing offers;
 - reviewing trade indexes (Fraser Directory, Canadian Trade Index) and their related publications for availability of products;
 - preparing necessary correspondence and conducting personal interviews with manufacturing and sales representatives;
 - consulting with officers in other government departments and agencies;
 - monitoring the reliability of suppliers with respect to quality, quantity and delivery deadlines and documenting any problems to avoid future similar situations; and
- 10
3. Prepares recommendations to the Chief, Materiel Management regarding consolidated procurement by:
- analyzing historical and projected information on regional annual requirements for regional and centrally controlled items;
 - coordinating requirement information for aircraft used for mountain rescue, fire control, project surveys and movement of various crews and supplies;
 - assessing and evaluating the economics and savings that can be obtained from consolidated purchasing; and
 - providing reports and recommendations on a continuous basis.
- 5
4. Provides advice and guidance to management on purchasing activities by:
- advising managers and staff on compliance with procedures and regulations applying to the acquisition of goods and services such as entitlements, cost guidelines and limitations and monitoring to ensure compliance;

% of Time

- providing information on sources of supply, costs, substitutions, delivery lead-time, standing offers, etc.;
 - assisting regional managers in the analysis and determination of their future materiel requirements;
 - attending regional seminars to assist in providing guidance for regional materiel management and management personnel;
 - preparing statistical and narrative reports on special issues or trends; and
 - preparing a monthly activity report on purchasing activity.
5. Performs other duties such as coordinating the annual sea-lift requirements to ensure delivery of materials and supplies to Pangnirtung and Broughton Island and assisting with and performing on-site materiel management functional reviews.

5

SpecificationsDegree/
PointsKnowledge

The work requires a good knowledge of Government and departmental purchasing practices, policy, techniques, procedures and types of contracts, negotiating methods, customs and excise regulations and sources of supply, as they relate to departmental and program operations and their organization. The work also requires some knowledge of stores operations, inventory control, warehousing, distribution and disposal for a wide variety of materiel and supplies which are necessary for the efficient operation of Parks and Sites in the Region.

1/60

Decision Making

Decisions and recommendations are made in assigning priorities to requisitions, in initiating purchase action, improvements in timing of delivery quality and price or rejection of a tender(s) where the reliability of the supplier or the quality of materiel offered is questionable. General guidance is given by departmental and central agency directives and general direction is received from the Regional Chief of Materiel Management, but day-to-day operational decisions require constant exercise of initiative and judgement. When materiel or services **is** of essential and/or emergency nature, decisions are also made to purchase directly from the suppliers through negotiation and tender call. Decisions and recommendations affect the timely arrival of suitable equipment and supplies to the Parks and the effectiveness of branch programs involving the annual processing of over 2,500 requisitions with a value exceeding \$2 million.

A1/50

Degree/
Points

Contacts

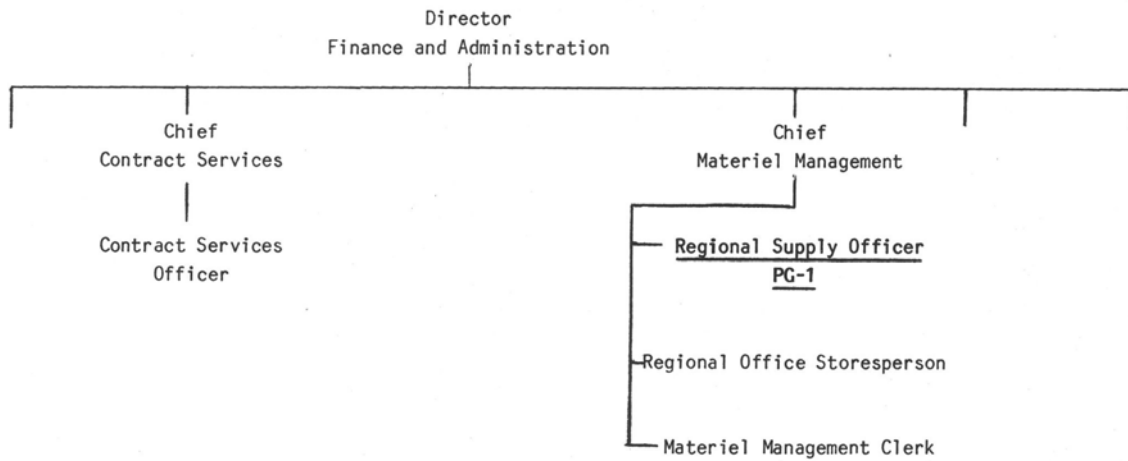
The work requires contacts with officers of the department, officers of other departments, and with sales representatives of business and industry to obtain agreement and assistance on proposed action to be taken in meeting quantity and quality of materiel and acceptable delivery dates.

B1/71

Managerial Responsibility

There is no substantive responsibility for the work performed by other employees.

-/0



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 2

Level: 1

Descriptive Title: Contracts Officer

Point Rating: 181

Summary

Reporting to a Senior Contracts Officer, plans, organizes and conducts contracting activities as assigned for a diversified range of services, consulting and non-consulting requirements, construction contracts and leases; provides a full contracting service for special high volume projects as assigned; develops and maintains effective working relationships with client groups, other governmental agencies and contractors; advises client branches on contractual procedures and assists in the resolution of problems; and performs other duties.

Duties% of Time

1. Plans, organizes and conducts contracting activities, as assigned, for a diversified range of services, consulting and non-consulting requirements, construction contracts and leases by:
 - planning assignments, setting objectives and establishing priorities to ensure the effective delivery of the contracting process;
 - reviewing departmental contracting requests for acceptance or rejection and ensuring adequacy and accuracy of requisitions in regard to specifications for quality, inspections, delivery and any other pertinent information such as funding, financial coding and approvals;
 - developing and amending appropriate source lists;
 - determining the form of solicitation to be utilized;
 - originating and drafting invitations to tender or request for proposal (RFP) to reflect the conditions and circumstances of the services to be performed and ensuring that all pertinent information is included;
 - working with operational managers to establish appropriate RFP evaluation criteria including the representative weighting factors;
 - organizing and assisting senior officers at pre-tender briefings with departmental officers, operational managers and prospective contractors, clarifying requirements and reviewing and resolving any requests for changes in tender documents in reference to plans, terms, conditions and specifications;
 - preparing and promulgating addenda to tender documents resulting from any changes arising from pre-tender meetings and determining the viability of extension to the tender period;
 - conducting meetings with operational and project managers to resolve pre and post contractual problems and provide functional guidance and/or assistance;

50

% of Time

- negotiating contractual arrangements and standing offers with representatives of outside organizations, SSC and central agencies;
- evaluating responsive tenders and RFPs received, identifying the best value or lowest offer RFP commensurate with the applicable specifications, terms and conditions and participating with operational managers in the technical analysis of tenders or RFPs;
- reviewing and awarding contracts within delegated authority of \$10,000 for non-consulting contracts and \$5,000 for goods contracts, and recommending for approval contracts exceeding signing authority;
- reviewing and defining amendments to contracts within delegated signing authority;
- drafting submissions to Treasury Board and/or Contract Review Committee when further contracting approval is required;
- organizing and participating in debriefings for unsuccessful bidders; and
- identifying the need for changes in contracting policies and procedures.

2. Provides a full contracting service for special high volume projects as assigned by: 20

- assisting in the preparation of terms of reference;
- solving operational problems related to consolidated requirements for such contracts as general services, informatics and credit reporting services;
- recommending and implementing the addition or deletion of special contractual requirements;
- advising suppliers on terms and conditions of contracts and departmental policies;
- assisting in the development of appropriate evaluation criteria and assessment scores; and
- conducting post-contract clean up with regard to documentation, sign-offs and financial requirements.

3. Develops and maintains effective working relationships with client groups, other governmental agencies and contractors by: 15

- assisting operational managers in negotiations with contractors concerning the application of contract terms and conditions in support of such factors as materiel, hourly rates, overhead and profits, basis and conditions of payment, professional and technical fees, performances and delivery criteria and other additional requirements;
- dealing effectively with other government departments such as SSC and Treasury Board to facilitate the contracting process;

% of Time

- providing information and advice to contractors; and
 - conducting inquiries into the capacity and capability of prospective and current contractors based on past experience, expertise and financial stability in order to develop and maintain an updated source list and informing departmental managers on the background of potential contractors.
4. Advises client branches and regional materiel management offices on contractual procedures and assists in the resolution of problems by: 10
- informing and advising on departmental procedures, Government Contract Regulations, Treasury Board directives and on their implications and their applications to contracting situations;
 - advising on alternative options for satisfying requirements and the most economic methods of supply;
 - ensuring correct and standard interpretation and implementation of all departmental procedures related to contracts; and
 - informing concerned groups about new and revised departmental and governmental policy and procedures.
5. Performs other duties such as recommending procedural changes, and monitoring quality of work; drafting replies to ministerial inquiries, departmental inquiries, and to the industry at large on matters related to the contracting activity of the department; and preparing statistical reports. 5

SpecificationsDegree/
PointsKnowledge

The work requires a good knowledge of central agency procurement policies, regulations and procedures and of tendering, negotiating and simple cost analysis techniques in order to conduct competitive tendering and sole-source contracting activities. The work also requires a current knowledge of departmental regulations and procedures in contract administration usually contained in the policies, directives and manuals issued by the department and central agencies.

1/60

Decision Making

The work requires decisions on the acceptability of contracting-out descriptions and specifications, funding and delivery schedules; in the selection of appropriate procurement methods and contract terms and conditions; in the evaluation of competitive tenders and sole-sourced contracts; in resolving contract administrative problems with the guidance of the supervisor and assessing the acceptability of contract changes. The position has delegated contract signing authority of \$10,000 for non-consulting services and \$2,000 amending authority. Recommendations are made for approval of contracts and

A1/50

Degree/
Points

contract amendments exceeding delegated limits. Implications of possible courses of action are usually apparent and unusual problems are discussed with the immediate supervisor who reviews procurement methods and proposed contracts before formal action is taken. Decisions and recommendations made to the Senior Contracts Officer affect the cost and timely delivery of services and could cause minor delays to programs.

Contacts

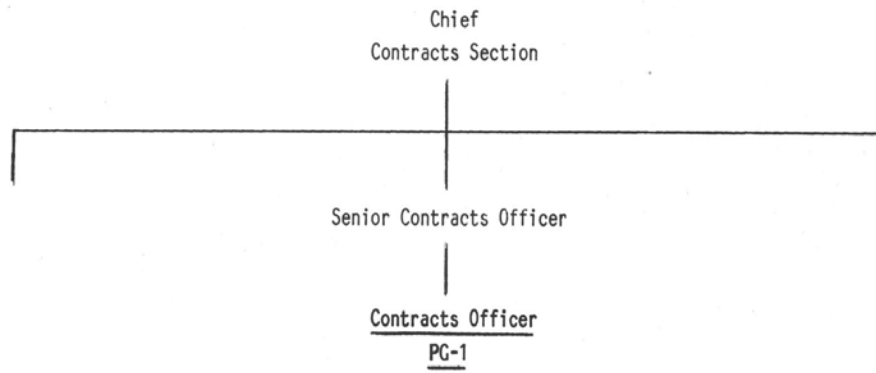
The work requires contacts with departmental employees and sales and marketing representatives of commercial organizations to reach agreement on contract terms and conditions such as hourly rates, overhead and profits, performance, and delivery criteria.

131/71

Managerial Responsibility

There is no substantive responsibility for work performed by other employees.

-/0



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 3

Level: 1

Descriptive Title: Materiel Management Officer

Point Rating: 196

Summary

Reporting to the Chief of the Administrative Services Division, plans, organizes and provides materiel management services in a small department of approximately 160 employees; provides advice and guidance to line management on all aspects of materiel management; administers the operation of local and emergency purchase, write-off and disposal systems; assigns, checks and evaluates the work of a stock control clerk; and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Plans, organizes and provides materiel management services including the procurement (annual value of approximately \$500,000), storage, inventory control and distribution of office supplies and equipment such as stationary, forms, typewriters and furniture and the procurement of printing services by: | 65 |
|----|--|----|
- discussing with line management to identify their material, equipment and services requirements and plan effective methods of satisfying demands;
 - developing and implementing methods and procedures for materiel management operations in accordance with central agency regulations, directives and manuals;
 - reviewing requisitions (approximately 500 annually) for accuracy, completeness and any special conditions which would affect the action to be taken and assigning appropriate priorities;
 - arranging with officers in SSC for the acquisition of goods and services in accordance with regulations and established procedures;
 - ensuring that the requisitioning of goods and services (including requisitions against standing offers of \$45,000 and local purchase orders totaling \$25,000), the receipt, storage, inventory control (inventory of approximately \$250,000) and issue of goods, and the processing of accounts is conducted in an efficient and expeditious manner;
 - implementing effective security measures for the storage, issue and control of attractive items of equipment such as calculators;
 - reviewing departmental projects, materiel and equipment specifications, and
 - materiel management operations on a regular basis to identify and resolve potential difficulties as soon as possible;
 - liaising with appropriate officers in central agencies to ensure that they understand and appreciate the special requirements of the department and to develop suitable arrangements to resolve procurement problems;

% of Time

- investigating problems associated with the operation of the materiel management service in the department, such as, delays in delivery of equipment, unsatisfactory goods or services, and non-observance of contract terms;
 - arranging for the appropriate corrective action;
 - recommending changes in organization and procedures, amendment or termination of contracts, and other corrective action to the chief of the division; and
 - forecasting space, staff and financial requirements, preparing budget input data, documenting annual estimates and implementing approved allocations.
2. Provides advice and guidance to line management on all aspects of materiel management by: 15
- explaining central agency policies, regulations and directives governing materiel management and the acquisition of goods and services;
 - discussing departmental regulations and procedures and the operating and control measures established by the Materiel Management Unit;
 - investigating the availability of special items of equipment and informing managers of the cost, availability and sources of supply of special or alternative items;
 - discussing procedural errors in the requisitioning of material, equipment and services.
3. Administers the operation of local emergency purchase, write-offs and disposal systems by: 10
- compiling lists of supplies and other items normally obtainable through local purchase orders and establishing effective procedures for the use and control of local purchase orders;
 - liaising with representatives of local suppliers to enlist their cooperation in supplying goods and services on short notice;
 - monitoring local purchase made by branches to ensure adherence to regulations, recommending corrective action where necessary;
 - discussing the need to use emergency purchase procedures with associates in central agencies in order to obtain their understanding and cooperation; and
 - recommending to the chief of the division that obsolete or unserviceable equipment be declared surplus or used as trade-ins on new equipment.
4. Assigns, checks and evaluates the work of a stock control clerk responsible for the receipt, storage and issue of supplies and equipment. 5
5. Performs other duties such as preparing reports and conducting correspondence with departmental officials, representatives of suppliers and associates in central agencies; and attending meetings and demonstrations concerning office equipment. 5

SpecificationsKnowledge

The work requires a good knowledge of departmental programs and projects requiring materiel support and of central agency policies, regulations and procedures governing materiel management practices and sufficient knowledge of sources of supply and financial procedures to be able to discuss requirements and problems with suppliers and to process accounts payable.

1/60

Decision Making

The work requires the making of decisions in the organization and operation of the departmental stores, in the assignment of priorities to requisitions, in the development of departmental materiel management procedures and controls, and in the acquisition of goods and services normally through central agencies using established procedures but in emergencies directly from local suppliers. Recommendations are made to change materiel management organization and procedures, amend or terminate contracts, dispose of surplus or obsolete equipment, and to take corrective action in resolving procurement problems. As the only materiel management position in the department, some initiative and judgement is required but central agency and departmental manuals and directives provide comprehensive guidance and expert advice is readily available from central agency specialists. Recommendations are made to the Chief of the Administrative Services Division.

AI /50

Decisions and recommendations affect the timely availability of stores, departmental publications, furniture, office equipment and services essential to the efficient operation of the department. Inventory controlled is valued at approximately \$250,000.

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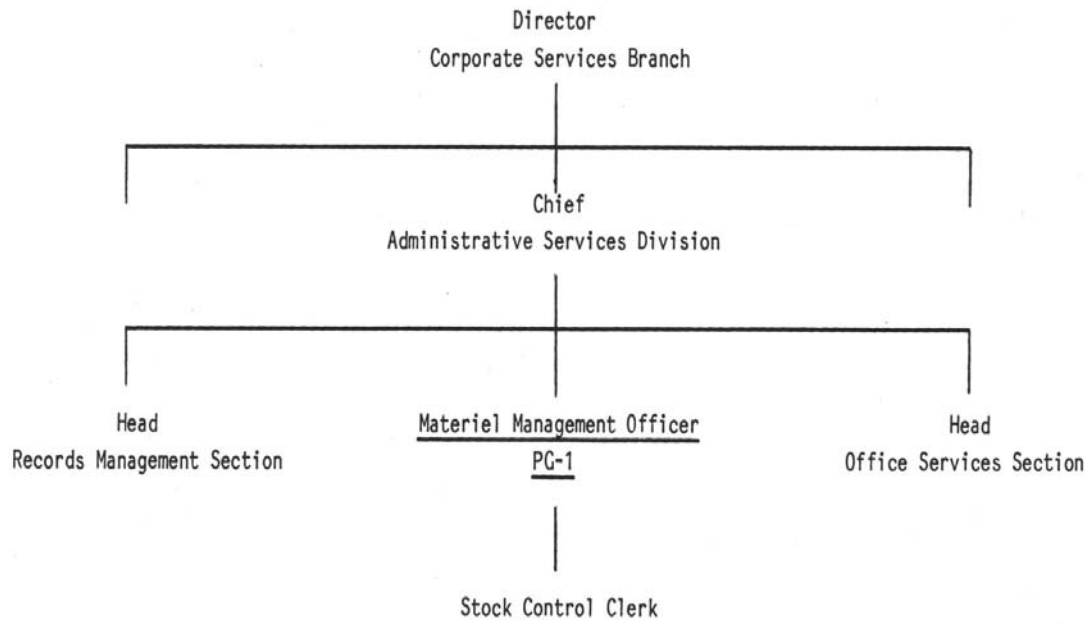
The work requires contact with employees in central agencies to discuss the acquisition of goods and services, resolve interface problems, and enlist their cooperation and assistance on materiel management matters; with sales and service representatives of local suppliers to enlist their cooperation in supplying goods and services on short notice; and with departmental managers to provide advice and assistance in the requisitioning of goods and services.

B1 / 71

Managerial Responsibility

The work requires assigning, checking and evaluating the work of one clerk.

A / 15



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 4

Level: 2

Descriptive Title: Contracting Officer,
Electronics and Electrical Products Group

Point Rating: 240

Summary

Reporting to a Senior Contract Management Officer, plans, conducts and administers the purchase and delivery of electrical and electronic engineering products such as test and measuring equipment, audio-visual equipment and recorder/reproducers on behalf of Canadian government departments and agencies; carries out post-contract clean-up action and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Plans the purchase of electrical and electronic engineering products such as test and measuring equipment, audio-visual equipment and recorder/reproducers on behalf of Canadian government departments and agencies by: | 35 |
| | <ul style="list-style-type: none"> • reviewing customer requisitions to ensure clear and realistic product descriptions, technical specifications, funding, delivery schedules, and, where necessary, inspection or other special provisions; advising customers in selection of items or suggesting changes; • assessing product specifications to ensure that they are not unduly restrictive and permit competitive tendering whenever possible and that adequate justification is provided for directed single-source procurements; • selecting the most effective procurement methods, using competitive tendering whenever feasible, and drafting procurement plans; • reviewing source lists and other data to ensure the widest possible industrial opportunities and issuing requests for proposals or invitations to tender which conform to customer requirements and central agency policies; and • examining facility evaluation reports, performance records and other sources to assess the ability of potential contractors to supply required goods on time. | |
| 2. | Conducts purchase action in accordance with central agency procurement policies to provide customer departments with goods of the best quality, at least total cost and within acceptable time limits by: | 25 |
| | <ul style="list-style-type: none"> • evaluating proposals or competitive tenders to select one which best satisfies customer's product quality and delivery requirements at least cost; • analyzing single-source proposals to ensure conformity between requirement and specifications, to assess price proposal elements such as overhead, labour and materiel content and warranty allowances and other direct charges, and to determine a pricing basis; conferring with cost analysts or procurement officers to develop support for indirect charges; | |

	<u>% of Time</u>
<ul style="list-style-type: none"> checking to ensure that prices are fair and reasonable, offers are acceptable, proposed contract terms and conditions accurately reflect customer requirements and proposals conform to central agency policies and, if they do not, arranging with contractors to revise their proposals; and approving and issuing competitive contracts up to \$60,000 and single-source contracts up to \$30,000 and assessing and certifying bids of corresponding value submitted through the Canadian Commercial Corporation (CCC) to foreign governments; and drafting and recommending approval of contracts and CCC bids exceeding delegated authority limits. 	
3. Administers contracts placed on behalf of customer departments to ensure that all terms and conditions are met and the goods delivered within specified time limits by:	20
<ul style="list-style-type: none"> analyzing progress reports and, if necessary, conducting progress meetings to assess contractor performance on specific contracts and conferring with representatives of customers and contractors to obtain agreement to changes; establishing financial controls and delivery schedules, and processing sub-contract approval submissions; assessing and, if acceptable, recommending approval of customer amendments to requirements such as changes in specifications, quantities or delivery particulars which affect contract values; and authorizing contract amendments up to \$12,000 aggregate and recommending approval of those exceeding this limit. 	
4. Carries out post-contract clean-up action to ensure that all aspects of contracts have been completed satisfactorily by reviewing and resolving Audit Services Bureau and Financial Review Division reports, questions and observations and issuing final amendments to complete contracts.	10
5. Performs other duties such as preparing reports and maintaining effective working relationships with representatives of customer departments and industrial suppliers through telephone calls, correspondence and meetings.	10

SpecificationsDegree/
PointsKnowledge

The work requires a good knowledge of central agency procurement policies, regulations and procedures; of competitive tendering, single-source contracting, negotiating, product pricing and cost analysis techniques; and of industrial capabilities pertaining to the availability of goods in the assigned engineering product area together with a fair knowledge of relevant industrial practices and procedures. This knowledge is required in discussions pertaining to electrical and electronic engineering products such as audio-visual equipment and their specifications, funding and delivery schedules.

2/100

Degree/
Points

Decision Making

The work requires decisions on the acceptability of customer product descriptions and specifications, funding and delivery schedules; in the selection of appropriate procurement methods and contract terms and conditions; in the evaluation of competitive tenders and the assessment of direct and indirect cost elements of single-source contracts; in resolving contract administration and post-contract cleanup problems; and in assessing the acceptability of contract changes and requests for sub-contract approval. The position has delegated contract approval authority up to \$60,000 competitive tender, \$30,000 single-source and \$12,000 aggregate amendments. Recommendations are made for approval of contracts and contract amendments exceeding delegated limits. Products purchased are off-the-shelf manufactured products and agreement with contractors on terms and conditions of single-source and directed single-source contractors is obtained through correspondence or telecommunication from the office. Although the work usually is performed independently, central procurement agency directives and manuals provide detailed instructions and advice is readily available from the immediate supervisor, the Section Chief and departmental specialists. Implications of possible courses of action are usually apparent and unusual problems are discussed with the immediate supervisor who reviews procurement methods and proposed contracts before formal action is taken. Recommendations are made to a Senior Contract Management Officer. The average proportion of contracts awarded annually is 60% single-source and 40% competitive tendering with a total value of some \$5 million. Decisions and recommendations affect the cost, quality and timely delivery of electrical and electronic engineering products acquired for Canadian government departments and could cause minor delays in their programs.

A1/50

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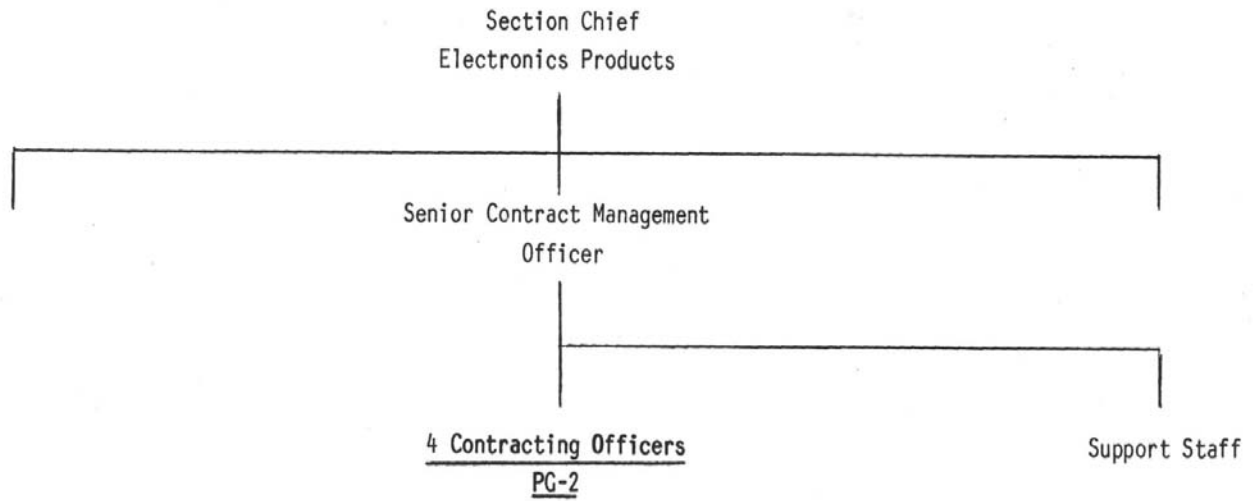
Contact is required with employees such as Sales Managers of private industry to reach agreement on contract terms and conditions such as profit margins, discounts, overhead costs and markups and to resolve contract administration problems.

B2/90

Managerial Responsibility

There is no substantive responsibility for work performed by other employees.

-/0



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 5

Level: 2

Descriptive Title: Regional Materiel Management Officer

Point Rating: 286

Summary

Reporting to the Regional Manager, Administrative Services, plans and coordinates materiel management support for regional headquarters and 70 points of service; plans, organizes and controls regional procurement services valued at \$900,000 annually; coordinates the management and maintenance of the region's motor vehicle fleet; assigns and checks work of three employees; and performs other duties.

Duties% of Time

- | | |
|--|-----------|
| <p>1. Plans and coordinates materiel management support for regional headquarters and 70 points of service by:</p> <ul style="list-style-type: none"> • interpreting and applying central agency and departmental policies and guidelines; • examining departmental programs and consulting with regional officials to identify and plan action to satisfy the requirement for goods and services; • developing and implementing systems and procedures for regional application; • providing staff at regional headquarters and points of service with advice and assistance on materiel management matters; • overseeing the maintenance of an automated assets management system (for an inventory of \$6 million), records such as purchase and transfer data and costing, and reference material such as Supply and Services Canada (SSC) supply bulletins, customer directives, catalogues and service manuals; • conducting annual physical inventories of major assets; reviewing stock shortages and unserviceable, obsolete or surplus equipment; and recommending trade-in, disposal or write-off action, as appropriate, in accordance with government regulations; • consulting with service outlets and operating staff to forecast probable effective life of major equipment; • developing and reviewing monitoring and reporting systems; • forecasting staff, space and financial requirements; documenting annual estimates; and implementing approved allocations; • preparing inventory and other reports as required; and • visiting points of service to assess materiel management efficiency, providing advice and guidance to managers, and initiating improvement projects as appropriate. | <p>55</p> |
|--|-----------|

% of Time

- | | | |
|----|---|----|
| 2. | Plans, organizes and controls regional procurement services valued at \$900,000 annually to satisfy user requirements by: | 30 |
| | <ul style="list-style-type: none"> • reviewing purchase requisitions for accuracy, completeness, entitlement, funding and adequate product description and assigning priorities; • assessing the most appropriate product and method of supply within budget considerations and initiating procurement; • liaising with officers of the SSC Regional Supply Centre to ensure an appreciation of departmental requirements for items purchased through SSC; • selecting appropriate suppliers through a tendering process or through Standing Offer Agreements for items purchased directly; • providing advice in the negotiations of complex and single source requirements; • developing and maintaining an economical system for shipment or transfer of materiel to regional sites; expediting delayed shipments; tracing lost shipments; and preparing documented claims to carriers for damage or loss; • coordinating storage facilities for regional materiel; • studying trade journals and conferring with sales and service representatives of potential regional suppliers to determine price and availability for goods and services required; and • developing annual and multi-year estimates for regional materiel expenditures. | |
| 3. | Coordinates the management and maintenance of the region's motor vehicle fleet of 30 vehicles valued at approximately \$300,000 by: | 5 |
| | <ul style="list-style-type: none"> • informing operators of their responsibilities in the operation of government owned vehicles and enforcing the regulations of the government's Fleet Management Information System (FMIS) and National Credit Card System for Motorized Equipment; • reviewing records of operating and maintenance costs and recommending preventative maintenance, remedial action or vehicle replacement; and • analyzing records and consulting with operators and servicing agencies to forecast the probable effective operational life of each vehicle. | |
| 4. | Assigns and checks work of three employees, establishes procedures, provides instruction in work methods and procedures, adjusts work flow and priorities to meet demands, evaluates performance, establishes training needs and signs appraisals. | 5 |
| 5. | Performs other duties such as representing regional materiel management concerns on committees and task forces. | 5 |

SpecificationsDegree/
PointsKnowledge

The work requires a good knowledge of central agency and departmental policies, regulations and procedures governing materiel management practices and motor vehicle fleet operation and maintenance; of regional organization and the programs requiring materiel management support; and of the the organization and operation of the SSC Regional Supply Centre. It requires sufficient knowledge of the goods and services acquired to discuss requirements and problems effectively with suppliers and SSC officers; of road and rail shipping operations to distribute supplies and equipment to 70 points of service; of financial matters to prepare annual estimates, control expenditures and process documents.

2/100

Decision Making

The work requires making decisions in interpreting departmental and central agency materiel management policies and regulations for application throughout the region, in determining appropriate sources of supply and transportation, in evaluating tenders, in approving contracts within limits of delegated authority up to \$15,000, in coordinating storage facilities, and in instituting trade-in or write-off action. While most decisions are made in accordance with established procedures, modification of established methods is necessary to solve some operational problems within the region. Expert advice is available from central agencies or departmental headquarters.

131/100

Recommendations are made to the Regional Manager, Administrative Services concerning the adoption of improved systems, the approval of contracts exceeding delegated authority, the amendment or termination of contracts and standing offer agreements, and the trade-in, write-off or disposal of equipment. Decisions and recommendations affect the timely acquisition of goods and services (unstocked items such as office equipment and motor vehicles) valued at \$900,000 annually, their distribution to 70 points of service, the maintenance of the region's motor vehicle fleet of 30 vehicles, and the control of an inventory worth approximately \$6 million.

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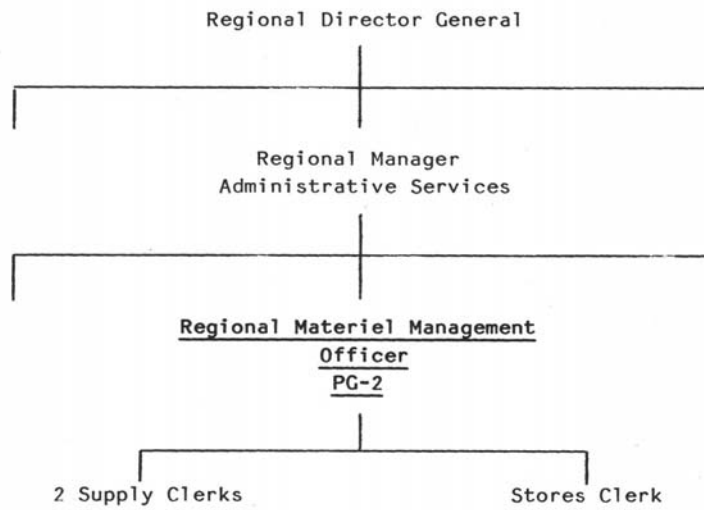
The work requires contracts with sales and service representatives of suppliers to obtain agreement on contract terms and conditions and with sales and service representatives of transport companies and vehicle service organizations to obtain corrective action for lost or damaged shipments.

81/71

Managerial Responsibility

The work requires assigning, checking and evaluating the work of three clerical employees as well as establishing procedures and adjusting workflow and priorities.

A/15



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 6

Level: 2

Descriptive Title: Stock Control Manager,
Canadian Forces Supply Depot,
Prairie Region

Point Rating: 300

Summary

Reporting to the Supply Administration and Systems Officer, plans and organizes the work of the stock control unit; recommends and implements revisions to established methods and procedures; expedites urgent issues; supervises a staff of 18 military and civilian employees involved in stocktaking, document control, stock records and local purchase activities, and performs other duties.

Duties% of Time

- | | | |
|----|---|----|
| 1. | Plans and organizes the work of the four sections of the Stock Control Unit, the Document control, Stock Records, Stocktaking and Local Purchase Sections engaged in processing, posting and verifying stores accounting documents to ensure that adequate stock control records are kept and established procedures are followed by: | 40 |
| | <ul style="list-style-type: none"> • establishing office methods and procedures and interpreting and implementing central agencies and departmental directives; • assigning areas of responsibility and providing guidance and instruction to four section supervisors; • reviewing and analyzing the workload of each section, establishing work schedules and assigning priorities; • investigating complaints concerning the operation or procedures and making necessary changes to ensure the service provided meets departmental goals; • estimating and recommending staff and physical resource needs to meet anticipated requirements; and • reviewing stock control documents for accuracy, completeness, entitlements, adequate product description and ensuring that corrective action is taken when discrepancies occur. | |
| 2. | Recommends, coordinates and implements revisions to established methods and procedures concerning the actioning, flow and retention of supply documents by: | 20 |
| | <ul style="list-style-type: none"> • participating in management meetings to discuss procedural problems and offer solutions; • recommending for approval by headquarters amendments to directives and instructions governing stores accounting methods and procedures; • analyzing and interpreting instructions regarding supply procedures changes, ensuring office manuals and instructions are amended; and | |

% of Time

- advising sub-staff and others concerning approved procedural changes, discussing implementation and checking sample of completed work to ensure compliance.

3. Expedites urgent issues by:

10

- establishing priorities and liaising with other branches or units to ensure that issue dates are met;
- hastening delivery of items purchased through SSC; and
- procuring items through Local Purchase within imposed financial limitations.

4. Supervises through four subordinate supervisors a staff of 18 military and civilian employees by:

20

- establishing work standards, allocating employees to meet changing workloads;
- assessing performance, discussing performance appraisals and recommending disciplinary and promotion action; and
- advising and counselling employees and arranging for training activities.

5. Performs other duties such as writing reports and conducting correspondence in-house and with outside agencies; compiling monthly statistics on receipt, stock, inventory and distribution documentation actions; reconciling distribution accounts; creating or updating position descriptions and participating in selection boards.

10

SpecificationsDegree/
PointsKnowledge

The work requires a good knowledge of depot operations and organization and the regulations, procedures and practices associated with the work of the Stocktaking Group, Document Control Group, Stock Records and Local Purchase Sections as well as knowledge of Headquarters and central agencies stores accounting systems and procedures and reporting systems.

2/100

Decision Making

The work requires making decisions in planning and organizing the work of the four sub-sections of stock control, in interpreting directives and in adjusting procedures to meet changing circumstances. Initiative and judgement are required to identify problems and recommend changes to established methods. Recommendations are made to the Supply Administration and Systems Officer. Decisions and recommendations affect the efficiency of the supply depot which processes approximately 500,000 items annually with a value of \$700 million. Expenditures requiring an increase in operating costs must be approved by higher authority.

B1/100

Degree/
PointsContacts

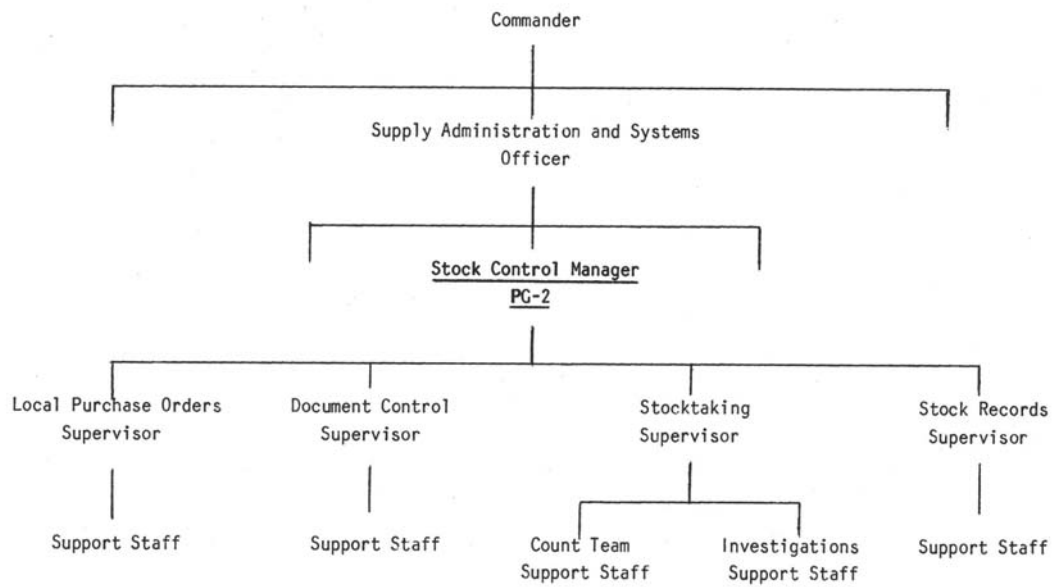
The work requires contact with employees within the department to give or obtain information concerning supplies, or supply procedures and documentation requiring discussion and explanation.

A1 / 30

Managerial Responsibility

The work requires planning, organizing and controlling the work of 18 military and civilian employees in the four sections responsible for stock control at a Canadian Forces Supply Depot. There is a requirement to allocate employees to meet changing workloads, assign priorities, establish and modify procedures, assess performance, recommend discipline and arrange training programs.

C / 70



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 7

Level: 2

Descriptive Title: Supervisor, Purchasing and Contracts

Point Rating: 306

Summary

Reporting to the Regional Superintendent Materiel Management, organizes and conducts purchasing and contract activities involving purchase of goods and services worth approximately \$10 million annually as well as the tendering of construction contracts and concessions; analyzes, develops and maintains adequate sources of supply of materiel and services; provides purchasing and contract support activities; monitors direct low dollar purchasing by managers who have received specific delegations; assigns, checks and evaluates work of a procurement officer and a clerk; and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Organizes and conducts purchasing and contract activities involving the negotiation and award of service and goods contracts worth approximately \$10 million annually, as well as the tendering of major construction projects (excluding architectural and engineering components) and lease concessions by: | 50 |
|----|--|----|
- interpreting departmental and Treasury Board policies and guidelines and developing and monitoring internal systems;
 - participating in and overseeing the inviting of tenders and awarding of contracts to ensure good government contracting principles and the attainment of best value to the Crown;
 - liaising with department technical officers to develop specifications within the potential supplier's professional capabilities, to avoid restricted tendering and contracting practices;
 - analyzing procurement specifications to ensure they are conducive to responsive competitive tendering;
 - overseeing the opening of tenders to ensure strict adherence to rules and procedures;
 - directing the method of procurement of urgent requirements and ensuring the objectives are within the scope of existing regulations and procedures;
 - providing advice and guidance in the assessment of tenders, specifications, prices and delivery terms, transportation and suitability of materiel or services to ensure that best value is obtained compatible with protecting the Department's interests in contract and program management;
 - coordinating the purchasing function for Northern and isolated stations and arranging necessary bookings for sealift shipments to both the Eastern and Keewatin Arctic;

% of Time

- interpreting and issuing instructions relating to purchase of restricted materiel or materiel delegated to other agencies, as well as financial limitations to ensure that any such transactions are supported by approved authority at Regional or Headquarters level;
 - signing purchase orders within SSC delegated limits and service contracts up to \$100,000; and
 - assisting in the preparation and conducting seminars related to supply procedures for departmental personnel at field sites and within Regional Headquarters.
2. Analyzes, develops and maintains adequate sources of supply of materiel and services by: 20
- identifying, evaluating and maintaining sources of supply according to geographic location and capability to satisfy project requirements;
 - preparing responses to ministerial enquiries and enquiries from the trade regarding tender solicitations, awards, etc.;
 - analyzing requisitions for demand patterns to establish requirements for Standing Offers or options to be selected which would result in acquisition savings while meeting technical specifications; and
 - establishing a record of materiel purchased to Departmental specifications and maintaining updated specifications to ensure that Invitations to Tender include correct specifications.
3. Provides purchasing and contract support activities by: 10
- clearing goods purchased outside of Canada by SSC and the department through Canada Customs;
 - expediting outstanding requisitions, purchase orders and contracts; and
 - negotiating terminations of contracts when programs have been reduced or cancelled or when the supplier is unable to provide the materiel or services in a satisfactory manner.
4. Monitors direct low dollar purchasing by managers who have received specific delegations by: 10
- ensuring receipt and review of all purchase orders issued by managers;
 - advising managers in the use of delegated authority and purchasing procedure; and
 - identifying abuses of purchase authority and advising line management as appropriate.
5. Assigns work to a procurement officer and a clerk, sets objectives and priorities, provides advice and guidance, checks work in progress and evaluates performance. 5

% of Time

6. Performs other duties such as maintenance of statistics, preparation of reports, preparation and signature of general correspondence of a non-policy nature related to purchase activities, and selection of employees.

5

SpecificationsDegree/
PointsKnowledge

The work requires a good knowledge of government policies and regulations, of tendering and contracting procedures and authorities, a complex supply system, of transportation systems, Canada Customs clearing procedures, and a good knowledge of departmental operational functions.

2/100

Decision Making

The work requires making decisions on the acceptability of requisitions and delivery requirements, the method of procurement, contract terms and conditions, the selection of sources of supply, the evaluation of tenders, the analysis of sole source proposals, the acceptability of proposed contract changes and the approval of contracts and amendments within the limits of delegated authority up to \$100,000. Detailed instructions are provided by central agency and departmental procurement directives, and guidance is readily available from the supervisor. Recommendations for the approval of contracts and amendments which exceed delegated limits are made to the Regional Superintendent, Materiel Management. Decisions and recommendations affect the effective procurement, cost and timely delivery of approximately \$10 million of goods and services annually.

A2/101

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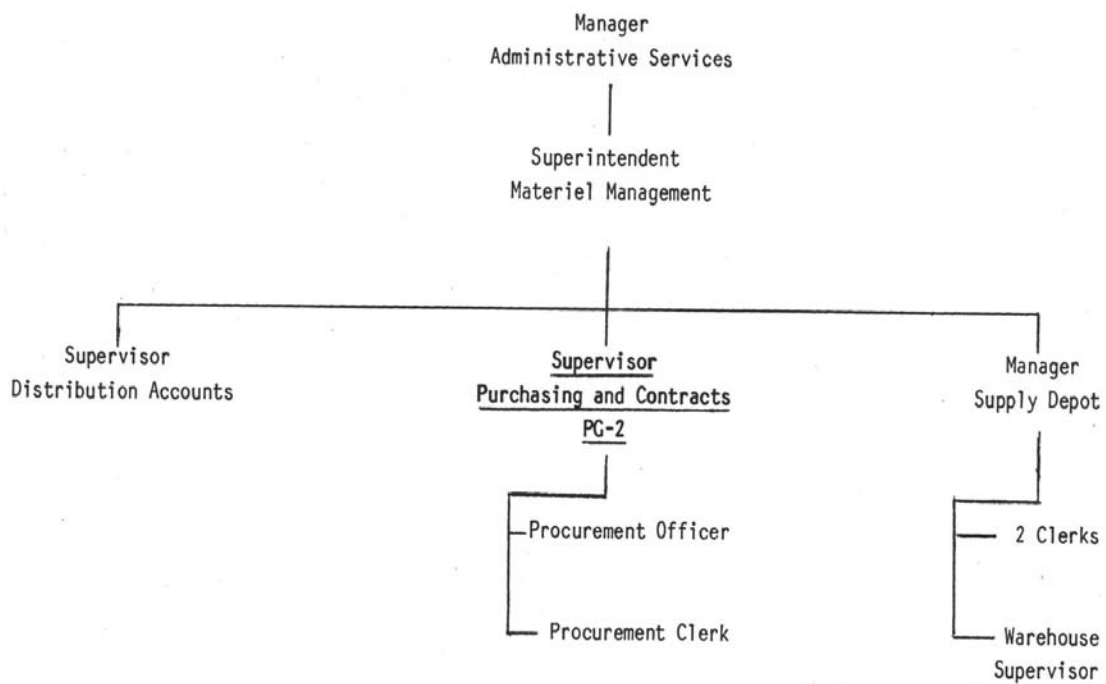
The work requires contact with representatives of industry in sensitive discussions and negotiations of contract amendments, renewals and terminations when programs have been reduced or cancelled or when the supplier is unable to fulfill the contract terms.

B2/90

Managerial Responsibility

The work requires assigning, checking and evaluating the work of a procurement officer and a clerk as well as setting objectives and priorities and providing advice and guidance.

A/15



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 8

Level: 3

Descriptive Title: Supervisor, Warehousing
Capital Region Supply Centre

Point Rating: 342

Summary

Reporting to the Chief, Warehousing and Distribution, plans, organizes and directs the activities of the Warehousing Section of the Capital Region Supply Centre (CRSC); manages the warehousing functions of the Crown Assets Distribution Centre (CADC) for the National Capital Region; coordinates warehousing activities with other areas of the CRSC; manages a staff of 60 permanent employees; manages the financial and other resources of the Warehousing Section; and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Plans, organizes and directs the activities of the Warehousing Section which provides warehousing and disposal services for a wide variety of stores and supplies (approximately 3,900 line items valued at \$10 million) for distribution to government departments and agencies across Canada and abroad by: | 50 |
|----|--|----|
- planning, organizing, controlling and maintaining a regulated flow of work to all activities to ensure efficient and effective use of resources;
 - determining anticipated requirements of space, equipment, materiel and human resources to meet fluctuating workload through discussion of services, review of Inventory Management Reports, analysis of operational procedures, plans and budgets, use of work measurement techniques and warehousing principles;
 - organizing a secure storage system to ensure attractive, classified, or restricted materials are properly secured and maintained in prescribed locked and/or restricted areas and that such areas are properly identified;
 - providing direction regarding the custody, safeguarding and labelling for transport of dangerous substances and narcotics or other drugs;
 - measuring Section performance through use of work standards, analysis of operating statistics and operating costs and the initiation of controlled methods and techniques, and taking appropriate remedial action to achieve efficiency of operation through the optimum use of human resources, equipment and available work space;
 - directing special inventory counts and stocktakings as required and issuing instructions on the timing and methods to be used;
 - developing and recommending long range operational plans, equipment requirements and operating budgets;
 - directing the clearing of obsolete items from storage area and their disposal;

% of Time

- negotiating and coordinating special assignments with departmental heads, monitoring different documentation processes and ensuring successful completion of projects to customer requirements;
 - developing contingency plans to be used in the event of breakdowns, emergencies, or other interruptions of work flow;
 - evaluating existing methods and techniques for storing, packing and handling of supplies to identify inefficiency, unsafe practices and other problems and recommending improved methods and procedures to resolve problems and improve efficiency;
 - establishing operating methods and procedures, work schedules and quality and performance standards to govern Section operations and to provide uniform and consistent guidelines to section staff;
 - preparing comprehensive reports on administrative and operational activities, proposing changes or amendments to warehousing policies and practices to the Chief, and implementing approved recommendations;
 - developing and implementing activities required to ensure customer satisfaction and adequate supplies to meet demands for all over-the-counter (OTC) operations in the warehouse;
 - responding directly to customer service complaints on OTC operations, and implementing the necessary changes to ensure their resolution and future prevention; and
 - monitoring, through subordinate supervisors, the productivity of the warehouse to ensure work standards are maintained and an even workflow is maintained in all functional areas.
2. Manages the warehousing functions of the Crown Assets Distribution Centre (CADC) for the National Capital Region by: 10
- ensuring the provision of adequate space for storage of goods received from departments and agencies;
 - recommending the establishment or revision to policies and procedures for inspection of goods to determine their condition upon receipt in the Unit;
 - developing and recommending improved operational procedures to reduce operating and contingency costs;
 - determining requirements for maintenance and/or storage of certain unique surplus commodities, and ensuring their availability as required;
 - monitoring complex, sensitive or unusual activities to ensure objectives are achieved;
 - ensuring adherence to policies and prescribed methods and procedures;

% of Time

- ensuring that the CADC operation meets the highest standards of propriety; and
 - responding to complaints or claims by investigation and recommending settlement as appropriate to the Chief.
3. Coordinate warehousing activities with other elements in the CRSC, such as Supply Management, Management Services, Procurement, Traffic and Distribution, to ensure operational discussions and recommendations are understood, the impact of staff planning and development on operations are identified so that the entire stocked item supply (SIS) and warehousing activities enhance other CRSC activities. 10
4. Manages the human resources of the Warehousing section comprising a staff of 60 permanent and a varying number of casual employees to ensure the effectiveness of the section's operations by: 20
- coordinating the work among the units and supervising the daily allocation of staff to meet fluctuating workloads and changing priorities;
 - evaluating the performance of subordinate supervisors;
 - discussing employee performance with subordinate supervisors, reviewing performance appraisals, and establishing a job rotation program;
 - ensuring all staff are trained in warehousing procedures and the operation of motorized and automated equipment;
 - participating, as a Board member, in the staff selection process;
 - overseeing discipline, discussing problems and complaints with the employees' unions, and applying or recommending disciplinary action when the situation warrants it; and
 - ensuring that staff is fully cognisant of and responsive to, security, safety and fire prevention measures to safeguard the well-being of the employees and the \$10 million worth of stock under their care.
5. Manages the financial and other resources of the Section, to provide optimal utilization of the Section's resources by: 5
- recommending the expenditure of Section's financial and overtime resources, re-assessing financial implications and recommending adjustments to the budget or work schedules as required to meet Section requirements;
 - monitoring the performance and maintenance of all motorized or automated equipment to ensure that it is maintained in good operating condition and will meet warehouse operational requirements and discussing problems with the Supervisor, Traffic and Distribution;
 - monitoring machine handling equipment (MHE) operations, maintenance, down-time, effectiveness and other variables to forecast long-range Section needs; and
 - managing the postage allocation for the Section (\$212,000 per year) to ensure that it is effectively utilized.

% of Time

6. Performs other duties such as:

5

- verifying all postal tariffs and regulations for national and international mail;
- investigating and resolving location errors; and
- attending meetings to report on SIS Warehousing problems.

SpecificationsDegree/
PointsKnowledge

The work requires a thorough knowledge of warehousing and disposal operations including space allocation, determination of equipment, materiel and human resources requirements; of materiel handling including storing, packaging and labelling methods and techniques. It requires a good knowledge of record keeping, inventory controls, and operating statistics collection and analysis; knowledge of government/departmental policies and directives concerning warehousing and supply management; a working knowledge of computerized Stocked Items Supply system.

2/100

Decision Making

The work requires making decisions and recommendations to improve methods and procedures for storing, packaging and handling of supplies, in establishing operating methods, work schedules and performance standards; decisions are made in assigning priorities, determining requirements of space, equipment, materiel and human resources to meet fluctuating workloads. Guidance is given by departmental and central agency directives and advice is available from the Chief, Warehousing and Distribution. Decisions and recommendations affect the activities of the Warehouse Section, the effectiveness of the warehousing and disposal services provided to a wide variety of stores in government departments and agencies across Canada and abroad; the supplies cover a range of over 3900 line items valued at \$10 million.

A2/101

Contacts

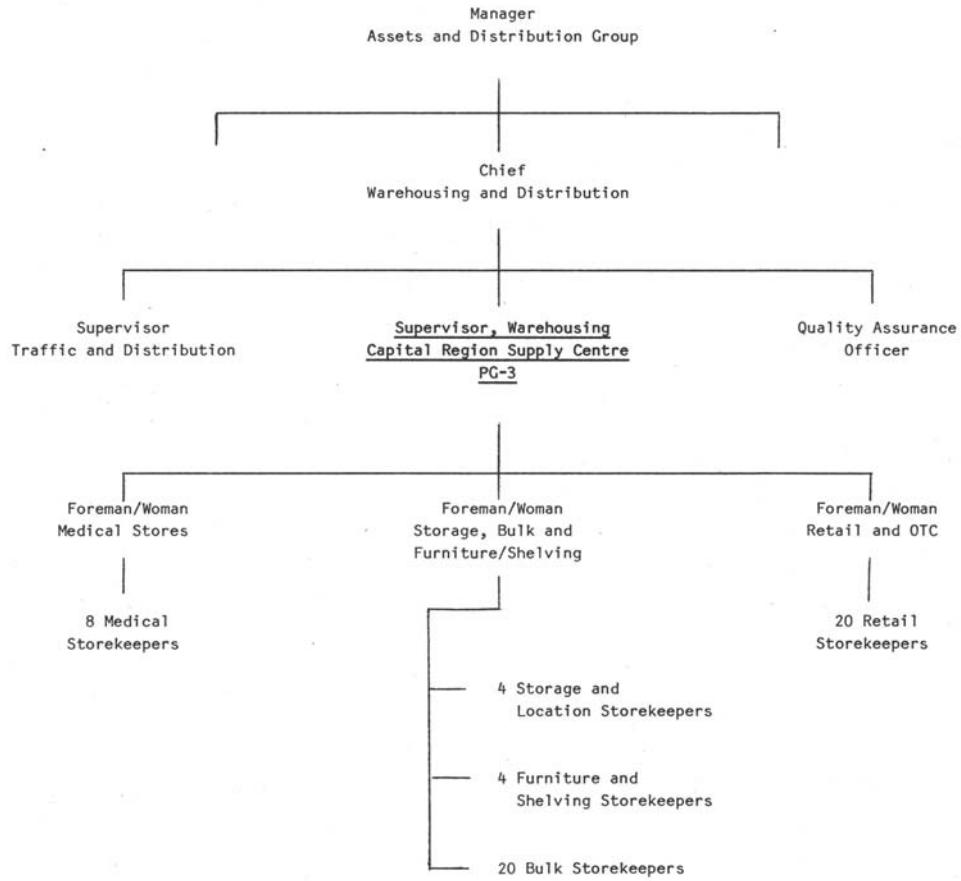
The work requires contacts with departmental line managers and sales representatives to resolve problems concerning the return of defective goods to suppliers or repackaging of improperly packaged goods from large shipments by warehouse staff at the contractor's expense. The work also requires persuasion, when leading major stock-taking projects where resources within the warehouse are insufficient, to obtain the cooperation of departmental managers to complete the projects on a shared resource basis.

B1/71

Managerial Responsibility

The work requires managing the warehousing section comprising a staff of approximately 60 employees through three subordinate supervisors. There is a requirement to develop operational plans, to establish operating methods and procedures, to allocate staff to meet fluctuating workloads and changing priorities, to evaluate the performance of subordinate supervisors, to review performance appraisals of all other staff, to implement training programs and to ensure compliance with personnel policies and procedures.

C/70



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 9

Level: 3

Descriptive Title: Contract Management Officer,
Industrial and Commercial Products Directorate

Point Rating: 350

Summary

Reporting to a Senior Contract Management Officer, plans and conducts the procurement of a wide range of commodities in the clothing, footwear and furniture fields on behalf of Canadian government departments and agencies, and, through the Canadian Commercial Corporation (CCC), on behalf of foreign governments; develops and maintains effective working relationships with customer and inter-program departments, commercial organizations and foreign governments; verifies the capacity and capability of commercial organizations in the assigned industrial field; and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Plans and conducts the procurement of a wide range of commodities in the clothing, footwear and furniture fields on behalf of Canadian government departments and agencies, through the CCC, foreign governments and agencies in accordance with central agency policies, regulations and procedures by: | 75 |
| | <ul style="list-style-type: none"> • providing input into and, as required, participating in the formulation of Method of Supply decisions on which Branch commodity plans are based; • participating, when required, in meetings with SSC planners and customer officials to develop optimum procurement plans; • reviewing product specifications and technical data, estimating costs and conferring with customer officials to eliminate ambiguities, reach agreement on funding, and ensure that requirements are defined clearly and, whenever possible, permit competitive tendering; • assessing technical and financial risks and the need for special contractual provisions such as performance incentives, security deposits and assessing potential socio-economic impact in order to determine the most effective bid solicitations and procurement techniques; • developing contract management plans including reporting arrangements, design changes, cost verification and delivery schedules; • participating in formal meetings with customer departments and agencies to assist in the administration of complex contracts; • locating or establishing sources of supply in the assigned industrial field and assessing contractor capabilities; • arranging for the preparation of bid solicitations, requests for proposals and requests for quotation which express customer requirements; • analyzing bid components to select that which best satisfies customer requirements and procurement policies; | |

% of Time

- resolving technical problems occurring during the pre-production or production phase with DND, RCMP, CSC, other civilian departments and/or Clothing Advisory Group;
 - analyzing and negotiating all cost elements, markups, profit margins and published prices and reaching agreement with suppliers on contract terms;
 - determining the most appropriate contract type and approving contracts and contract amendments within delegated authority and recommending approval of those exceeding those limits;
 - administering contracts and formal agreements from date of award to acceptance of goods and services and required audits;
 - monitoring progress and ensuring the validity of process claims before approving program payments;
 - controlling design change requests; evaluating and reaching agreement on changes in price and delivery schedules; and amending contracts as necessary;
 - expediting the delivery of government supplied equipment and crown owned tooling to prevent disruption of the production schedule;
 - terminating contracts when programs are reduced or cancelled or contractor is unable to complete work satisfactorily;
 - recommending to the Contract Settlement Board a basis for settlement payment claims;
 - negotiating the return or acceptance of marginally unsatisfactory goods with the supplier and customer department; and
 - monitoring crown owned tooling inspections and return of tooling, initiating claims against the supplier where mishandling of crown owned tooling is evident.
2. Develops and maintains effective working relationships with customer and inter-program departments, commercial organizations and foreign governments by: 15
- advising customer department design and inspection authorities of alternative ways of satisfying requirements to ensure awareness of all options;
 - explaining bid solicitation and contractual conditions to customers and giving advice on time, cost and performance ramifications such as warranties and quality assurance;
 - informing departments concerned with socio-economic programs of the effects which can be achieved by using procurement to further such programs;
 - contacting officials of Canadian and foreign governments to clarify specifications and resolve procurement and delivery problems; and
 - advising suppliers on government bid solicitation and contracting regulations and procedures, as necessary.

% of Time

- | | | |
|----|--|---|
| 3. | Verifies the capacity and capability of commercial organizations in the assigned industrial field to ensure continued maintenance of adequate sources of supply by: | 5 |
| | <ul style="list-style-type: none"> • maintaining current facility evaluation survey reports on commercial organizations in the assigned field; • reviewing departmental source lists for the area and supplementing them with those of other sources such as Regional Industrial Expansion; • assessing the technical and manufacturing capabilities of selected suppliers through personal knowledge of the clothing and textile industry, Canadian manufacturing methods, production techniques and marketing practices and pricing; and • checking on domestic and foreign product availability in the assigned area. | |
| 4. | Performs other duties such as preparing reports and correspondence; assisting in preparing training seminars; and providing advice and guidance to junior contracting officers. | 5 |

SpecificationsDegree/
PointsKnowledge

The work requires a good knowledge of central agency procurement policies, regulations and procedures; of cost analysis; and of cost and pricing factors such as labour and material costs, overhead and profit margins. It also requires an in-depth knowledge of the clothing, footwear and furniture industry, the commercial suppliers, manufacturing methods, production techniques, marketing practices and the relation between production volume and cost benefit.

3/140

Decision Making

The work requires the making of decisions in assessing bids, in selecting sources of supply, in analyzing contract cost elements such as labour rates and overhead, in reaching agreement with suppliers on contract terms and conditions, and in assessing contractor performance. The position has delegated contract approval authority up to \$100,000 competitive tender, \$50,000 negotiated and \$20,000 aggregate amendments; and recommending approval of those above these limits to the Senior Contract Management Officer (SCMO). Recommendations for "ex gratia" or other contract settlements are made to the Contract Settlement Board. The work requires a moderate degree of initiative and judgement as the resolution of some problems could require modification of existing methods but the SCMO is readily available to provide advice or assistance should the proposed solution not be within the intent of present practice. The majority (70%) of the contracts are the result of competitive tendering rather than the more complex single-source contract negotiations. Recommendations are made to the SCMO. Decisions and effective recommendations have a significant impact on the product, resource and contingency costs of some 150 contractual documents worth more than \$15 million annually including value of government supplied material, on the timely satisfaction of customer requirements and on commercial organizations in the product field.

A2/101

Contacts

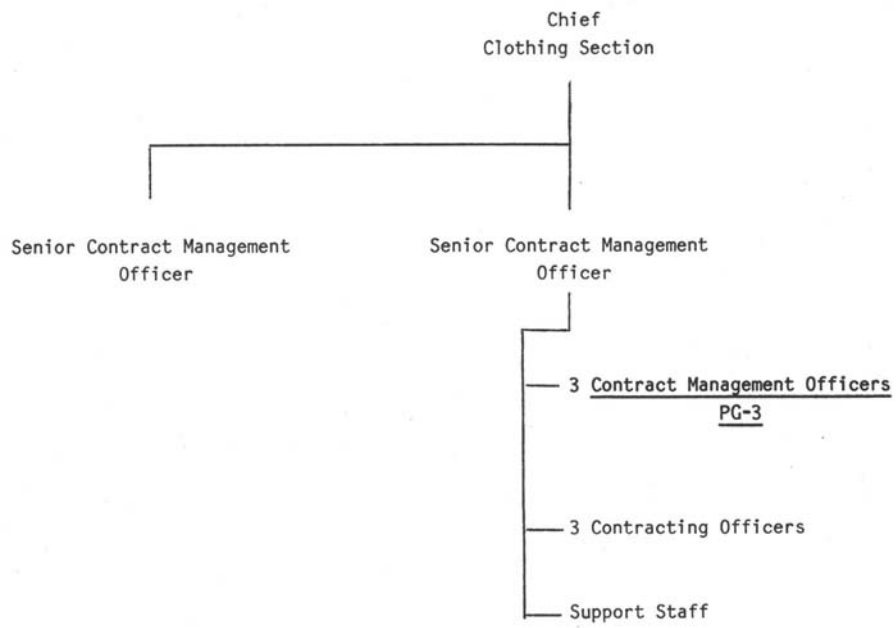
The work requires contacts with officers of commercial organizations ranging from Sales Managers to Presidents of medium-sized firms in the clothing, footwear and furniture fields to reach agreement on contract terms and conditions.

B3 /109

Managerial Responsibility

There is no substantive responsibility for work performed by other employees.

-/0



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 10

Level: 3

Descriptive Title: Policy and Procedures Officer

Point Rating: 361

Summary

Reporting to the Head, Materiel Management Policy, develops and adapts policies and procedures on all aspects of materiel management for uniform application throughout a decentralized department of approximately 20,000 employees; prepares additions and amendments to policies and procedures for inclusion in the departmental Materiel Management Manual; provides an advisory service on materiel management policies and procedures; and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Develops and adapts policies and procedures on all aspects of materiel management of a wide variety of supplies and equipment including the procurement of professional and technical services for uniform application throughout the department by: | 40 |
| | <ul style="list-style-type: none"> • reviewing and analysing current policies and procedures and identifying deficiencies and particular operational problems, from personal knowledge and experience, and through discussions with officers concerned; • reviewing, in the light of service requirements, recommendations from the regions, audit reports and central agencies for changes in existing policies and procedures; • meeting with senior departmental officers to obtain additional information and clarification with respect to their recommendations for policy and procedural changes; • assessing the implications and costs of proposed policy and procedural changes; • assembling and examining statistical data, files, and reports, to determine the need for, and scope of, new or revised policies and procedures; • discussing with materiel management officers in other government departments their policies and procedures with a view to adopting and adapting those which have proved to be most effective; • liaising with senior departmental officials to ensure that there are no conflicting policies and procedures in areas of shared responsibility; • discussing policy and procedural proposals with officers of TBS and SSC (including Disposal Operations) to ensure conformity with government policy and guidelines and with departmental officers to ensure that regional policies and procedures do not conflict with proposed modifications; • drafting and recommending revisions to existing policies and procedures and the introduction of new ones, to overcome problems and achieve greater efficiency and consistency; and | |

% of Time

- preparing final policy documents for approval of senior management.
2. Prepares additions and amendments to policies and procedures for inclusion in departmental materiel management manuals by; 35
- reviewing departmental manuals and rewriting and clarifying any segments that may be considered contradictory or ambiguous, or insufficient;
 - reviewing departmental manuals to determine areas where comment on related policy does not appear but should be included;
 - drafting new sections, amendments, or additions, submitting them to interested officers for comment, and then editing for final approval; and
 - interpreting policies, guidelines and directives received from TBS or other central agencies, adapting if necessary to departmental requirements and operations, and ensuring prompt inclusion in the departmental manuals, or dissemination by internal directives.
3. Provides an advisory service on materiel management policies and procedures by: 15
- developing and maintaining effective communication with senior officials at Headquarters, with departmental field staff and with other departments (such as SSC) and providing advice and guidance on-the interpretation and application of policies and procedures;
 - representing the Division, Branch or Department, as required, on internal or interdepartmental committees;
 - determining the need for, and preparing explanatory directives or circular letters to clarify the interpretation and application of policy and procedures and in particular for problems affecting departmental services; and
 - visiting field offices to discuss problems encountered in the implementation of new and revised policies and procedures.
4. Performs other duties such as assisting in the development of the departmental training program on materiel management and preparing and delivering various modules within this program. 10

SpecificationsDegree/
PointsKnowledge

The work requires a thorough knowledge and understanding of TBS policies and guidelines on materiel management and the procurement of services applied within the department, including procurement and contracting procedures, computer and other systems for financial and inventory control, codification and cataloguing, stores operations, materiel authorizations and entitlements, and surplus assets disposal. A knowledge of related legislation and government contract regulations is also necessary, particularly as

3/140

Degree/
Points

applied to matters of policy. Also essential is a thorough knowledge of the organization, functions, and overall objectives of the department and the supply policy and procedures of SSC (including Disposal Operations). There is a requirement for knowledge of the analysis and resolution of policy problems, and of clear and concise writing techniques in the preparation of material for the departmental Materiel Management Manual, directives, and instructions.

Decision Making

The work requires the making of decisions on those policies and procedures governing materiel management including the procurement of services which are in need of review and on the adaptation and revision, or introduction of new policies and procedures to meet the particular needs throughout the department.

B2/150

Decisions must also be made on the need for and the content of materiel for inclusion in the Department's materiel management manuals, as well as on the need for supplementary directions and instructions on policy and procedural matters. Recommendations for changes in policies and procedures are made to the Section Head, Materiel Management Policy, and discussed further with officials concerned, if necessary, before implementation. Decisions and recommendations contribute to the efficient and effective management of materiel resources and the procurement of services throughout the department.

Contacts

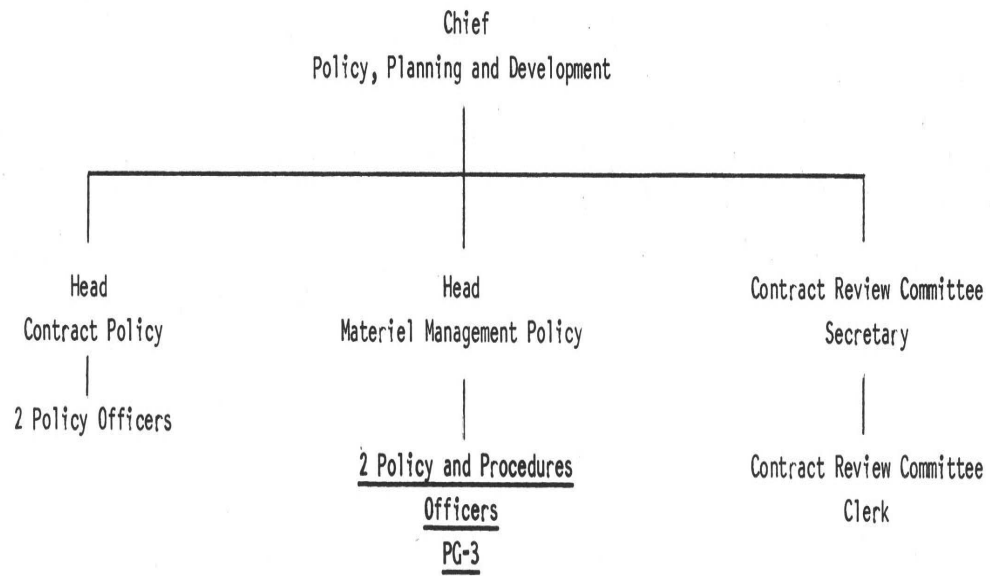
The work requires contact with senior officials in the department to interpret policies and procedures and to obtain their views and concurrence on proposed changes.

B1/71

Managerial Responsibility

There is no substantive responsibility for work performed by other employees.

-/0



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 11

Level: 3

Descriptive Title: Senior Contracts Officer

Point Rating: 365

Summary

Reporting to the Head, Contracts Section, plans, organizes, conducts and monitors contracting activities for a diversified range of services, such as professional and consulting services, general maintenance and janitorial services, construction projects and leases for Departmental Headquarters components; develops and maintains effective communications and relations with client sections, Regional Offices of Materiel & Contracting Services, Government Central Agencies and private industry; and performs other duties.

Duties% of Time

- | | | |
|----|---|----|
| 1. | Plans, organizes, conducts and monitors contracting activities for a diversified range of services, such as professional and consulting services, facilities maintenance and janitorial services, construction projects and leases for Departmental Headquarters components to ensure that such activities obtain best overall cost in accordance with Government Contract Regulations and consistent with Government and departmental policies and objectives by: | 50 |
| | <ul style="list-style-type: none"> • conferring with the Technical Authority in the formulation of proposed projects, the establishment of factual cost estimates and in the development of project definitions to eliminate ambiguities and reach agreement on the Terms of Reference; • reviewing and analyzing contracting requests, specifications and related data with the Technical Authority to ensure maximum contracting efficiency in terms of price, delivery and technical suitability of service and equipment; • reviewing the proposed method of evaluation and the evaluation criteria to be used to determine the successful contractor and approving if reasonable and equitable to all potential contractors; • determining the most cost effective contracting method to be used, identifying potential problem areas, and discussing the most appropriate alternative with the Technical Authority; • locating potential sources of supply, meeting with potential contractor representatives to assess capabilities and selecting and/or qualifying contractors on invited tenders/requests for proposals; • determining the most appropriate contract type and developing special contract clauses to reflect the conditions and circumstances of the work/services to be performed; • overseeing the preparation and promulgation of invitations to tender and/or requests for proposals; | |

% of Time

- chairing pre-tender briefings with the Technical Authority and prospective contractors, clarifying requirements and reviewing and resolving any requests for changes in tender documents relating to plans, terms, conditions and specifications;
- chairing public and closed tender opening committees to officially open and record bids received;
- developing and overseeing the preparation and promulgation of addenda to tender documents and determining the viability of extensions to the tender period;
- evaluating tenders/proposals received, verifying tender audit data; identifying those items within the proposals which require further clarification and/or possible negotiation, obtaining the additional information required from the Tenderer and determining which tenders/proposals can be submitted to the Technical Authority for further evaluation;
- analyzing cost elements, mark-ups, profit margins and published prices to determine an acceptable basis for contract discussions and negotiations;
- negotiating and reaching agreement with Contractors on contract terms and conditions, approving and awarding contracts within delegated authorities, and recommending for approval to higher levels of delegated authority where required, preparing and submitting in collaboration with the Technical Authority, Treasury Board and Contract Review Committee submissions for contract approval;
- notifying unsuccessful bidders and explaining the rationale for selection;
- determining, formulating and monitoring the preparation of the appropriate contract and ensuring that all pertinent clauses, terms, conditions and specifications are contained in accordance with both the Terms of Reference and the accepted proposal;
- controlling requests for amendments to ensure agreement on changes in the scope of work, price and delivery schedules and amending contracts as necessary;
- arranging contract termination when programs are reduced or cancelled or contractor is unable to complete the work satisfactorily; and
- recommending a basis for settlement of extras, or ex gratia payment claims.

2. Develops and maintains effective communications and working relations with Departmental Technical Authorities, Regional Offices of Materiel and Contracting Services, Government Central Agencies and private sector by:

30

- informing, briefing and instructing Departmental Technical Authorities on government and Departmental policies and procedures, Government Contract Regulations, Treasury Board directives and on their implications and application;

% of Time

- advising Departmental Technical Authorities on alternative ways of satisfying requirements and all available options;
- discussing contracting standards and procedures with representatives of SSC, Treasury Board, Public Works Canada and Department of Justice and facilitating contracting actions through these departments;
- conducting and assisting in negotiations in support of such factors as materiel, hourly rates, overhead and profits, basis and conditions of payment, professional and technical fees, performance and delivery criteria and other additional requirements related thereto;
- resolving differences in interpretation of the strategy or methodology arising during the progress of the projects between the Technical Authority and the contractor;
- advising contractors and other representatives of the private industry on departmental policies and procedures, Government Contract Regulations, Treasury Board directives and on their implications and applications to contracting situations; and
- recommending to Regional colleagues various courses of action with respect to contracting procedures to best satisfy the requirement at hand.

3. Supervises one junior contracts officer by:

15

- developing goals and objectives and determining work priorities;
- monitoring productivity and performance;
- appraising performance and recommending promotion, transfer, discipline or other actions; and
- providing advice and guidance as required.

4. Performs other duties such as representing the Contracts Division on committees and at meetings to assist clients served in planning their activities, developing project completion schedules and establishing work priorities to optimize degree and quality of service to be offered; and identifying and analyzing functional problems and recommending appropriate action or improvements to the Section Head.

5

Speci fi cations

Degree/
Points

Knowl edge

The work requires an extensive knowledge of contracting-out practices, of departmental and government policies, practices, procedures, legislation and regulations related to contracting within the federal government, in particular those involving construction and service contracting; a thorough knowledge of Government Contract Regulations and related policies and procedures, particularly as they apply and relate to departmental operations

3/140

and services by direct contract; a good knowledge of the organization, functions and overall objectives of the department, and the procedures to be followed in identifying requirements, analyzing cost, composing invitations to tender, evaluating bids, and negotiating contracts. A good knowledge of general material management concepts and techniques, of the nature and inter-relationships of trends and developments in contracting methods and procedures normally used in establishing prices for basis of payments, labour, overhead and rates of profit is also required as well as knowledge of the policies and practices of the services industry and in negotiating techniques.

Decision Making

A2/101

The work requires judgement, initiative and discretion in managing and coordinating several diversified areas associated particularly with service contracting. Decisions are made in assessing bids, in selecting suitable sources, in selecting a supplier, in analyzing contract cost elements such as labour rates and overhead, in reaching agreement with suppliers on contract Terms and Conditions, and in assessing contractor performance. Decisions and recommendations are also made concerning the adequacy of client requirement descriptions; the most appropriate contract types, and in determining allowable and reasonable overheads, mark-up rates, discounts and profit elements when negotiating service contracts with sole source suppliers and when evaluating tenders which often contain many variables. The position has delegated contract approval authority up to \$200,000 (competitive) and recommends approval of those above the limit to the Section Head. Recommendations for "ex gratia" or other contract settlements or entering into sole source contracts over \$30,000 are made to the Contract Review Committee; recommendations for entering into sole source contracts where the per diem rate exceeds the prescribed rate are made to the Minister. The work is normally performed independently within established departmental procedures. Recommendations made to the Section Head have a significant impact on the service, resource and contingency cost of approximately \$12 million worth of contracts in one year of which 60% is by competitive tender and 40% negotiated. Decisions taken can effect substantial changes in costs and charges to the Department and contribute to the effectiveness of the user branch's program. Poor decisions can lead to embarrassment to the Minister and the Department, misuse of public funds, increased costs to the Department, delays in service delivery and possibly, litigation.

Contacts

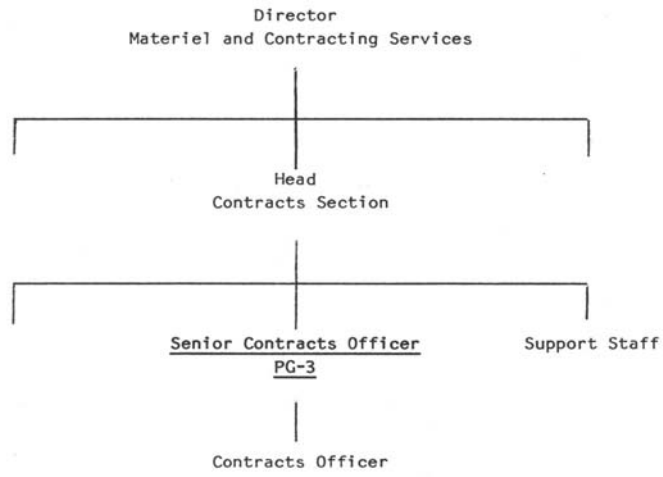
Contacts are required with Senior Officials of the business sector and private industry to obtain agreement in negotiating the terms of contracts such as allowable profits, discounts, exchange and mark-up, acceptable overhead and administrative costs, and in negotiating contractual changes concerning these and other factors such as price, warranty, delivery, specifications or special terms and conditions.

B3/109

Managerial Responsibility

The work requires establishing the objectives, determining the work priorities, and monitoring and appraising the performance of a junior contracts officer.

A/15



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 12

Level: 3

Descriptive Title: Procurement Officer, Aerospace,
Marine and Electronics Systems Directorate

Point Rating: 371

Summary

Reporting to a Senior Engineering Procurement Officer, plans, conducts and administers the procurement of a wide range of military ammunition, rockets and explosive devices for Canadian government departments and agencies, assists customer departments in defining requirements, liaises with industry; and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Plans the procurement of a wide range of military ammunition, rockets and explosive devices on behalf of Canadian government departments and agencies to ensure that purchase requirements are realistic and permit effective procurement in accordance with government policies and regulations by: | 60 |
|----|--|----|
- examining, analyzing and reviewing procurement requisitions, specifications and related data with customer departments to ensure that requisitions and specifications will enable SSC to achieve maximum contracting efficiency in terms of price, delivery and technical suitability of product;
 - preparing list of sources of supply to be invited to tender and/or establishing acceptable sole sources for unique requirements and drafting and issuing solicitation documents;
 - establishing procurement plans and organizing contract activities to ensure that customer requirements are achieved on schedule; managing contracts to ensure that operations remain on schedule and/or implementing contract changes where essential;
 - recommending selection of the most suitable quotation on the basis of technical and procurement analysis in those cases where none of the quotations received meets specifications;
 - negotiating production contracts according to procedures and negotiating discounts, special delivery requirements and design change requirements;
 - assessing tenders, selecting suitable contractor and, approving and signing contracts up to \$100,000 (competitive) without reference to higher authority. Preparing recommendation to higher authority for approval for contracts of higher value;
 - monitoring contract progress and taking corrective action when contractual disputes such as interpretation of specifications and production problems arise; and

% of Time

- reviewing contract completion to ensure deliveries are complete, quality and cost are reported, audit is carried out if required, all credits are received and records are complete.
2. Assists customer departments when requested in defining their requirements by: 25
- translating operational requirements into specifications for materiel;
 - recommending, as a result of procurement analysis, alternatives to be selected which will result in acquisition savings without degrading performance of the materiel; and
 - estimating production problems and recommending specification changes to senior personnel when necessary.
3. Maintains relationships with industry as the departmental representative through discussion, meetings and correspondence by: 5
- negotiating faster deliveries than normal practice in order to meet customer departments' requirements, when necessary; and
 - consulting with individual companies who are not providing adequate service on government contracts or to resolve disputes between government agencies regarding warranty provisions.
4. Performs other duties such as: 10
- preparing reports on purchasing activities and problems;
 - alerting management whenever it appears that negotiation in lieu of tendering might lead to more effective contracting for particular requisitions because of limited sources, suspected high profit loading in tenders received, etc.;
 - reviewing requisitions which have been judged to be more suitable for negotiations rather than tendering and providing constructive comments on such plans to Senior Project Officers and/or Section Head; and
 - carrying out special projects as required.

SpecificationsDegree/
PointsKnowledge

The work requires a good knowledge of government purchasing policy, regulations and procedures; the armament and ammunition industry including capabilities of the various companies that make up the industry, the organization structure with particular reference to sales, distribution, engineering and management; good technical knowledge in order to read drawings; knowledge of production equipment and techniques required to manufacture products; knowledge of specific products of the industry including options available; contractual and negotiation knowledge.

3/140

Degree/
PointsDecision Making

B1/100

Decisions and recommendations are made concerning the adequacy of customer requirement descriptions; the most appropriate contract types, and in determining allowable and reasonable overheads, mark-up rates, discounts, purchase options and profit elements when negotiating production contracts with sole source suppliers and when evaluating tenders which often contain many variables requiring cost-benefit analysis and/or value judgements in assessing alternative offers. While guidance is available in the form of specialized staff advice with regard to overheads, the work is normally required to be performed independently. The majority of procurement actions undertaken deal with the more complex negotiated type rather than the competitive one. The position has delegated contract approval authority up to \$100,000 competitive tender, \$50,000 negotiated and \$20,000 aggregate amendments. Decisions are also made in regard to selection of suitable sources, the selection of a supplier, and the terms and conditions which are included in tenders and contracts. The quality of administration of the contract can have a significant effect on cost, quality and delivery performance and may have serious repercussions on other programs if delinquent in any of these factors. In one year approximately \$10 million worth of contracts are placed of which 35% is by competitive tender and 65% negotiated.

Contacts

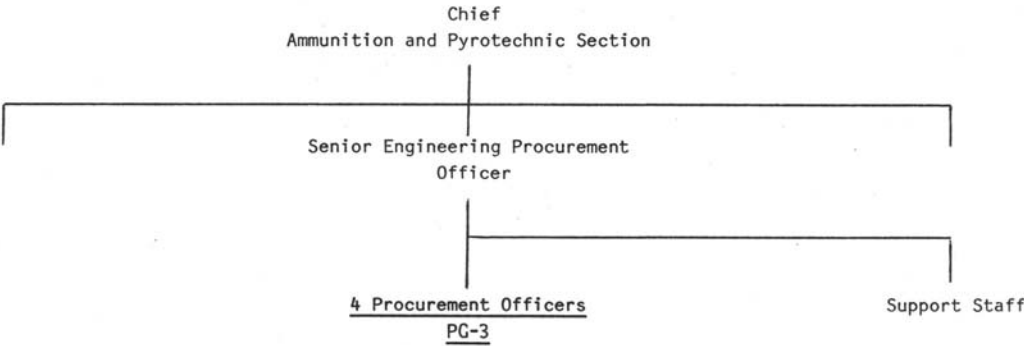
Contacts are required with representatives of industry and trade associations to obtain agreement in negotiating the terms of contracts of a complex nature such as allowable profits, discounts, exchange and mark-up, acceptable overhead and administrative costs, and in negotiating contractual changes concerning these and other factors such as price, purchase options, warranty, delivery, specifications or special terms and conditions normally associated with production contracts.

C2/131

Managerial Responsibility

There is no substantive responsibility for work performed by other employees.

-/0



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 13

Level: 3

Descriptive Title: Materiel Systems Officer

Point Rating: 401

Summary

Reporting to the Chief, Assets Management and Systems Support, plans, organizes and conducts the analysis of requirements for materiel management systems and sub-systems in a large decentralized operational department which uses a variety of automated systems in the performance of materiel management functions; coordinates and manages the development, testing and implementation of materiel management systems; maintains ongoing systems; and performs other duties.

Duties% of Time

- | | | |
|----|---|----|
| 1. | Plans, organized and conducts analysis of departmental requirements for materiel management systems and sub-systems to ensure the development of effective systems for the management and control of departmental inventories, materiel assets-in-use and procurement and contracting activity by: | 20 |
| | <ul style="list-style-type: none"> • examining existing departmental materiel management and related systems to understand the reasons for their existence, the users they support and the needs they fill; • determining, through discussions with users and the review of reports, the effectiveness of existing systems in meeting the users' needs; • identifying and documenting requirements for new systems or sub-systems, or for changes/modifications to existing systems, through analysis of output reports of existing systems and discussions with users; • obtaining consensus from regional and district users on common system requirements; • investigating the availability of systems in use in other departments, industrial concerns, or available commercially from software merchants and assessing their suitability for meeting departmental needs; • investigating areas of interface between systems in use or proposed for the Department and those which are in use in other departments, e.g. SSC, DND, to ensure compatibility where needed; • communicating with computer services personnel in the Department and/or consultants engaged to study system requirements in order to exchange ideas on the most effective ways of achieving departmental requirements; and • submitting to the Chief, Assets Management and Systems Support recommendations for the development of systems or sub-systems. | |

	<u>% of Time</u>
<p>2. Coordinates and manages the development, testing and implementation of materiel management systems, and systems modifications by:</p> <ul style="list-style-type: none">• communicating with users and computer systems analysts to define and explain requirements;• recommending for or against the selection of particular consultants;• providing a coordinating function between analysts, consultants and users by serving as manager or principle member of systems development project teams;• preparing, or overseeing the preparation of flow-charts, functional specifications and documentation of feasibility studies, equipment specifications and users' manuals for aspects of systems or sub-systems requiring in-depth knowledge of materiel management methods and procedures;• communicating with officials of other departments, e.g. SSC procurement and/or computer systems officers, to resolve development problems in ensuring systems' compatibility;• reviewing systems and sub-systems documentation to ensure compliance with management objectives, budgets and timetables;• communicating with users and project team members regarding test data requirements, assessing the results of tests and making recommendations on the basis on such assessments;• planning systems' implementation and recommending priorities and schedules for bringing new systems into use;• coordinating the implementation of approved systems and sub-systems throughout the Department on a country-side basis; and• acting as a resource person for departmental training related to newly introduced computer systems.	35
<p>3. Maintains ongoing systems as needed to satisfy changing user requirements or in light of newer technology by:</p> <ul style="list-style-type: none">• developing performance criteria to measure the continuing effectiveness of systems and assessing the need for changes to systems based on the extent to which they meet these criteria;• assessing request from users for system changes and approving or rejecting them or recommending their approval or rejection;• controlling changes to existing systems by documenting and analyzing all requests for change and recommending courses of action and implementing approved changes;• supervising the updating or modification of ongoing systems;	35

% of Time

- explaining exception and reject reports to users and verifying that rejected input data has been corrected;
- providing advice to users in correcting, matching and balancing computerized data;
- coordinating fiscal year-end computer activities for materiel management systems with computer services operations;
- coordinating and controlling the acquisition of utility or ad hoc reports and changes to existing reports and their distribution; and
- resolving remote job entry problems where input to systems originates in regional or district offices.

4. Performs other duties such as preparing correspondence and reports, undertaking special assignments as required, acting as a resource person on training courses and attending conferences, demonstrations and seminars concerning computer systems and materiel management developments.

10

SpecificationsDegree/
PointsKnowledge

4/180

The work requires a comprehensive knowledge of materiel management practices, of departmental materiel management systems and procedures, and of departmental and central agency materiel management policies and guidelines as well as a good knowledge of the supply systems of SSC and DND as they relate to the Department. It also requires considerable technical knowledge in relation to developments in electronic data processing, computer systems analysis techniques and the capabilities and limitations of computers.

Decision Making

The work requires the exercise of initiative and judgement in the development of approaches to meeting the Department's needs for materiel management systems and in the resolution of problems encountered in systems development and implementation. Solutions to problems are usually developed in discussion with users, computer systems staff, consultants and industry representatives and must take into account the requirements of the user and the capabilities and costs of alternative automated data processing systems and be worked out within the limitations of established priorities and deadlines. Judgement is also required in determining the extent to which systems require modification and in approving or rejecting changes to systems in place.

B2/150

Decisions affect the quality, efficiency and economy of automated data processing systems used in the development, maintenance and analysis of information pertaining to materiel management activities affecting a large department having more than 20 supply depots in the process of being linked to Headquarters through a sophisticated computerized system. Decisions as project leader can also affect the utilization of human resources and consultant time. Recommendations are made to the Chief, Assets Management and Systems Support.

Degree/
Points

Contacts

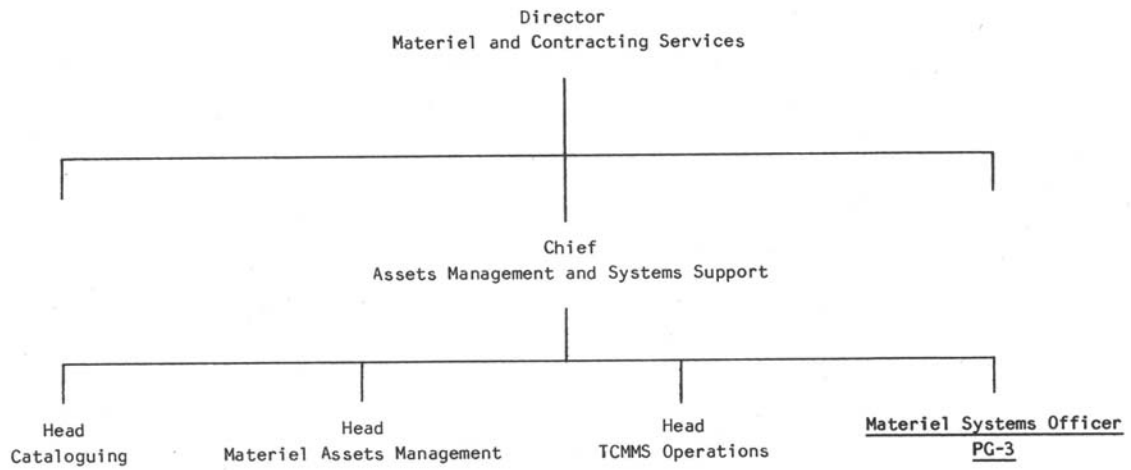
The work requires contact with officers at all levels of the Department to discuss data processing objectives and requirements, to advise on computer methods and capabilities and to obtain the information needed to develop and implement the required systems. Contacts are also required with users within the Department to persuade them to accept changes in methods of reporting input data in order to facilitate processing operations.

B1/71

Managerial Responsibility

Responsibility for work performed by other employees is not substantive.

-/0



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 14

Level: 4

Descriptive Title: Head, Materiel Assets Management

Point Rating: 460

Summary

Reporting to the Chief, Assets Management and Systems Support, manages the national materiel assets management services accounting for approximately \$1.7 billion of materiel assets in a large decentralized department; manages the departmental telecommunications and electronic equipment assets record system, the vehicle and mobile equipment assets record system, the materiel assets record system, and the national credit card record system; manages the materiel disposal and write-off services accounting for an annual revenue of over \$3 million; provides advice, guidance and consultation to 33 Materiel Assets Coordinators in Regional and District Offices, special sites and major federal airports; manages a staff of 5 employees; and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Manages the national materiel assets management services to ensure control and accountability of approximately \$1.7 billion of materiel assets located throughout the Department across Canada by: | 30 |
| | <ul style="list-style-type: none"> • analyzing and assessing TBS and SSC materiel assets management policies, directives and procedures to determine their impact on the Department's national operations; • developing a general set of goals and objectives, and establishing priorities, for headquarters, regional and district user operations to facilitate effective implementation and ongoing operation of the national materiel assets management services; • researching new and automated assets management techniques and methods, to reduce paperwork and improve the management of materiel assets; • meeting with supply officers of U.S. government (GSA) and materiel management and other officers of private industry to discuss systems relating to effectiveness, utilization and security of material assets and to exchange ideas and study new approaches; • developing the Department's Annual Materiel Assets Management Control and Accountability Guidelines and Instructions, issued to all responsibility managers to ensure user understanding of government and department objectives and to promote greater control and effective accountability of materiel assets; • conducting training courses, management briefings, etc., in order to generate positive attitudes towards the efficient and effective control and accountability of materiel assets on charge to the Department; and • analyzing assets management reports and instituting measures to ensure compliance with the materiel assets management program. | |

% of Time

- | | | |
|----|---|----|
| 2. | <p>Manages the departmental national telecommunications and electronic equipment assets record system, the national vehicle and mobile equipment assets record system, the national materiel assets record system and the national credit card record system in order to provide management at all levels with reliable and timely information concerning departmental materiel assets by:</p> <ul style="list-style-type: none"> • planning and participating in the development and implementation of materiel assets and credit card systems with project managers, computer systems managers, engineering specialists, responsibility managers, user managers, and materiel management officers to ensure the availability of timely and accurate information to departmental managers and Assets Management personnel; • participating in interdepartmental materiel assets management and credit card committees (i.e. the Government Motor Vehicles Committee) and working groups to facilitate the exchange of information and ideas concerning assets management systems with a view to optimizing the utilization of human and materiel resources in the materiel assets management field; • appraising and monitoring the specific headquarters, regional and district accomplishments in terms of their specific materiel assets management goals and objectives in order to measure efficiency and cost effectiveness of the national materiel assets management and credit card systems; • studying departmental procurement projects for major telecommunications equipment, vehicle and mobile equipment, and office furniture, furnishings and equipment to obtain materiel assets data; • overseeing the accurate and adequate documentation of all materiel assets and credit cards on charge to departmental headquarters, regional and district responsibility centre managers for input into computerized systems; and • overseeing the timely collection and organization of data, reports, and information and its dissemination to managers to promote effective control and accountability over material assets and credit cards. | 25 |
| | | |
| 3. | <p>Manages the departmental materiel disposal and write-off services, accounting for an annual revenue of over \$3 million, to ensure efficient and cost effective disposal of surplus and obsolete materiel assets by:</p> <ul style="list-style-type: none"> • analyzing and assessing TBS and SSC (Disposal Operations) materiel disposal management policies, directives and procedures to determine their impact on national operations; • developing a general set of goals and objectives, and selected disposal priorities for headquarters, regional and district operations to facilitate the effective implementation of the materiel disposal management service; • researching new and automated materiel disposal management techniques and methods to reduce paperwork and improve management over disposal of materiel assets; | 20 |

% of Time

- developing the Department's Annual Materiel Disposal Management Control and Accountability Guidelines and Instructions, issued to all responsibility managers to promote user understanding of government and department objectives to substantially increase revenue through sales of surplus and obsolete materiel assets;
- planning and organizing the development and implementation of the Department's materiel disposal system with project managers, computer systems managers, engineering specialists, responsibility managers, user managers, and materiel management officers;
- participating in interdepartmental materiel disposal management committees and working groups to facilitate the exchange of information and ideas concerning disposal management with a view to optimizing the utilization of human and materiel resources in the disposal management field;
- appraising and monitoring headquarters, regional and district accomplishments in terms of their specific materiel disposal goals and objectives in order to measure efficiency and cost effectiveness of the materiel disposal system;
- overseeing the timely collection and organization of information and reports and their dissemination to managers to promote effective disposal management of materiel assets;
- reviewing write-off reports to identify ways of preventing loss of materiel, and consequent financial loss, through fire, theft, accident, or delay in disposal action by SSC (Disposal Operations) and recommending remedial action;
- monitoring major materiel disposal projects for aircraft, ships, telecommunications equipment, vehicles and mobile equipment, and office furniture, furnishings and equipment and negotiating with SSC (Disposal Operations) in order to expedite the timely and effective disposal of surplus and obsolete equipment and materiel assets;
- authorizing formal disposal of surplus and obsolete materiel assets exceeding \$50,000 which has been approved for write-off;
- conducting training courses, management briefings, etc., in order to generate positive attitudes towards efficient and effective disposal of surplus and obsolete materiel; and
- discussing with officials of municipalities, provincial government agencies, educational institutions and private individuals and the availability of particular equipment and advising them on appropriate procedures to acquire it.

4. Provides advice, guidance and consultation to Materiel Assets Coordinators in 16 regional and district offices, 8 special sites and 9 major federal airports to ensure adherence to departmental materiel assets management policies and procedures by:

- issuing guidelines and directives with respect to materiel assets management policies and procedures to ensure adherence to them;

% of Time

- advising on the development of specific regional goals and objectives to ensure compatibility with departmental goals and objectives;
 - reviewing regional activity reports to identify potential problem areas; and
 - making recommendations on the selection, training, promotion and transfer of staff and participating in the appraisal of staff through consultation with regional line managers.
5. Manages a staff of 5 employees located in the National Capital Region by: 10
- developing goals and objectives and determining work priorities;
 - monitoring productivity and performance;
 - appraising staff performance and recommending promotion, transfer, discipline or other action; and
 - providing advice and guidance to subordinate staff as required.
6. Performs other duties such as undertaking special assignments for the Chief; representing the Departmental on various committees (i.e. the Canadian Government Specifications Board) and interdepartmental assets and disposal management groups; evaluating suggestion awards; and speaking at business seminars and conferences. 5

SpecificationsDegree/
PointsKnowledge

A thorough knowledge is required of the materiel management systems and procedures in operation within the Department, and of the principles and practices of materiel management, the role and organization of the Department and its operational functions and programs, and the materiel management policies and guidelines issued by TBS, SSC (including Disposal Operations) and the Department. The work requires a good knowledge of the supply systems of SSC and DND as they relate to the Department and the capabilities and limitations of computers and the computerized materiel management systems.

4/180

Decision Making

Recommendations are made with respect to the development of national assets and disposal management services and decisions are made which affect the timely implementation of all phases of assets and disposal systems involving the control over \$1.7 billion of materiel assets. Recommendations affect the development and preparation of effective plans for, and methods of, disposal which results in \$3 million in revenue annually; the formulation and evaluation of assets management and disposal activities throughout the department; and the development and coordination of a systematic method to collect, organize, analyze and disseminate materiel assets and disposal management data and information. These decisions and recommendations are made to the Chief, Assets Management and Systems

82/150

Degree/
Points

Support and affect the efficient and effective use and disposal of materiel throughout a large decentralized department, which utilizes a diversity of technical and other equipment, and the economical management and disposal of assets within limited resources.

Contacts

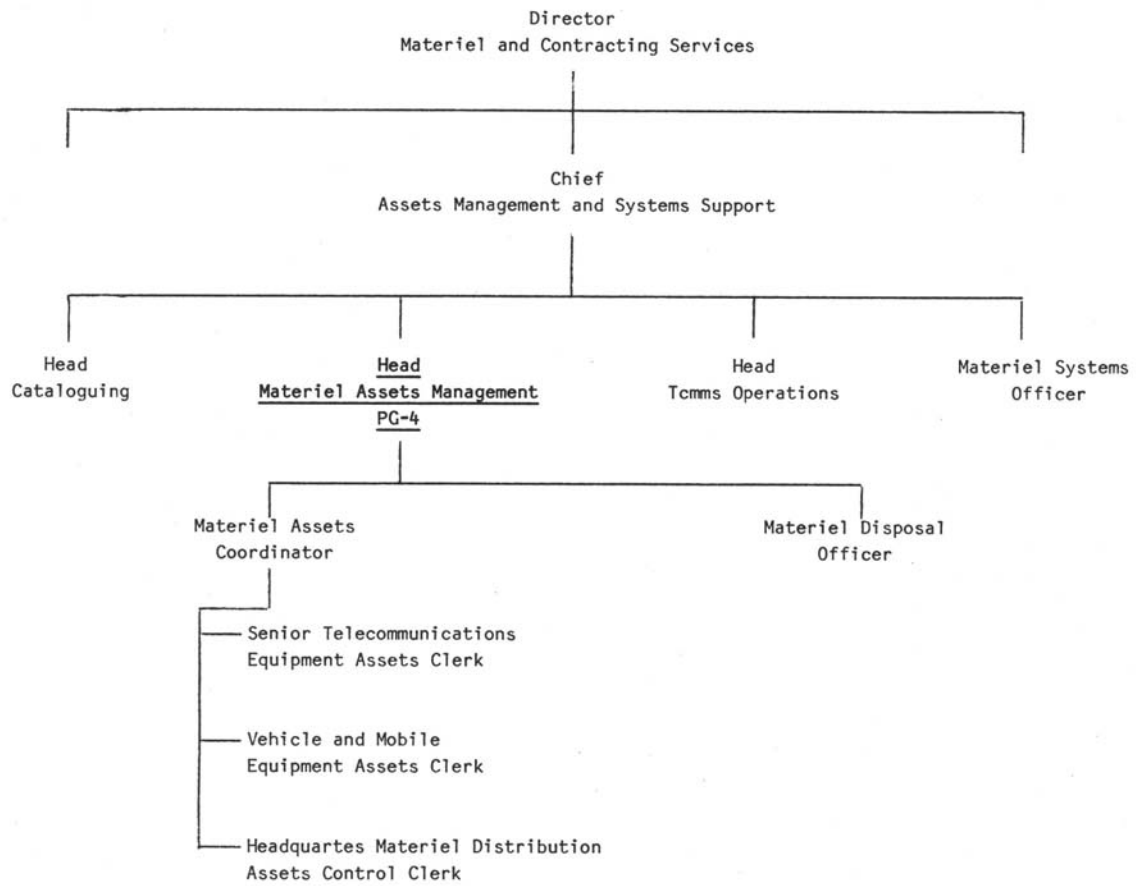
The work requires contact with senior officials of other departments on interdepartmental committees and working groups concerned with materiel assets management to provide expertise on departmental systems in operation and substantial advice on the implementation of similar systems in other departments since the department is a frontrunner in such systems as those used in motor vehicle fleet management.

B2/90

Managerial Responsibility

The work requires planning, organizing and evaluating the work of the Materiel Disposal Officer and the Materiel Assets Coordinator along with 3 clerical employees. There is a requirement to develop goals and objectives, establish priorities, monitor productivity, evaluate performance and provide advice and guidance to the staff of the Materiel Assets Management unit.

B/40



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 15

Level: 4

Descriptive Title: Regional Manager,
Materiel Management

Point Rating: 479

Summary

Reporting to the Regional Director, Corporate Management, plans, organizes, directs and controls the activities of the materiel management function in a region of approximately 1200 employees; plans, organizes and directs the acquisition, receipt, distribution, repair, maintenance and disposal of all materiel and the acquisition of related services with an annual value of approximately \$20 million; plans and organizes storage facilities; directs the operation of the regional Fleet Management Information System; directs the activities of the Materiel Management staff; and performs other duties.

Duties% of Time

- | | | |
|----|---|----|
| 1. | Plans, organizes, directs and controls the activities of the overall materiel management function including all satellite offices and special projects in a region having approximately 1200 employees to ensure the effective supply and control of materiel by: | 45 |
| | <ul style="list-style-type: none"> • planning, developing and implementing the most efficient regional materiel management systems and procedures within the policy and guidelines established by TBS, SSC and the department; • meeting and consulting with senior regional managers, and satellite and special project managers to analyze programs and to plan, assess, coordinate and advise on their materiel requirements and related services; • visiting all district offices, satellite sites and special projects on a regular basis or as the situation dictates to monitor the materiel management operations; • consulting and liaising with professional, technical and materiel management representatives of other government departments on materiel requirements for special projects, i.e. Indian Schools Program, Canada Penitentiary Services Day Labour Programs, etc.; • coordinating overall regional vehicle requirements for submission to headquarters and ultimate transmission to SSC to facilitate bulk buys; • estimating and coordinating the quantities/dollar value of annual regional requirements for equipment, materiel, and related services normally covered by Standing Offers, i.e. heating fuels, pre-printed drawing sheets, operational and administrative temporary help services, employees' uniforms, etc.; • consulting with senior SSC regional representatives during the initial stage of all programs to ensure that SSC market research knowledge and planning expertise is utilized to the maximum; | |

% of Time

- liaising and consulting with prime contractors (air-conditioning, electrical, plumbing, etc.), in conjunction with regional managers, on the quantities of "back up- support spares recommended to maintain large facilities at the desired serviceability level;
- conducting periodic appraisals of the use and efficiency of various types of equipment, the results of which are used to guide future acquisition, allocation and replacement activities, i.e. motor vehicles, floating plant, engineering machinery, office equipment, furniture, etc.;
- liaising with SSC officers to expedite deliveries, review tenders, make recommendations on the award of contract and discuss problems in materiel support for the region;
- meeting with sales and service representatives of regional suppliers to arrange for emergency supply and to resolve problems concerning contract performance; and
- developing and conducting, or ensuring the conducting of, ongoing materiel management training activities for new personnel and users of materiel management services.

2. Plans, organizes and directs the acquisition, receipt, distribution, repair, maintenance, disposal and write-off of all regional materiel and the acquisition of related services (annual value of approximately \$20 million) to ensure effective support of regional operations by: 25
- determining the extent, nature and priorities of procurement services through continuous liaison with management, discussions with project officers, and the analysis of requisitions and lists of materiel;
 - advising senior regional management through discussions, correspondence and meetings of the financial implications of decisions to implement high priority procurement and delivery where costs involved are substantially higher than by implementing such projects on a more routine basis;
 - initiating market research and transportation studies to locate new or improved equipment, methods of packing and shipping alternatives;
 - maintaining up-to-date data on the northern transportation network and advising special and satellite project managers on the alternatives available within the constraints of time and cost;
 - determining the methods of transportation based on cost, urgency of requirement, commodity being shipped and ultimate destination;
 - monitoring "spot check" quality control inspections on receipt of materiel;
 - ensuring that all shop/support stores implement an inventory control system to maintain detailed records of materiel data regarding an inventory of approximately 7,800 items valued at \$1.5 million (i.e. stock levels, economic order quantity, dues in, dues out, etc.);

% of Time

- overseeing the implementation of claim actions against suppliers, packing agencies and shipping companies for damage and/or losses of government materiel and ensuring that satisfactory settlements are obtained;
 - analyzing materiel and equipment failures and ensuring that claims are processed in accordance with warranty provisions or recommending appropriate future warranty coverage if none exists;
 - planning, developing and implementing an effective service of maintenance, repair and replacement for all regional equipment, i.e. vehicles, floating plant, heavy machinery, road construction equipment, shop machines, and all other mechanical apparatus;
 - overseeing the maintenance of the departmental system of Materiel Distribution Accounts covering furniture, operational equipment and other accountable items (value estimated at \$18 million) on which control is mandatory or desired;
 - developing a stock-taking schedule and planning the periodic verification of all distribution accounts in the region;
 - monitoring the materiel management distribution account procedures throughout the Region to ensure auditability;
 - directing the operation of a regional system to ensure that all obsolete, surplus or unserviceable equipments are disposed of in accordance with procedures; and
 - authorizing formal disposal of surplus and obsolete materiel assets exceeding \$50,000 which has been approved for write-off.
3. Plans and organizes storage facilities as necessary to support regional operations by: 10
- analyzing and estimating the volume of materiel and equipment which will be needed on a continuous basis;
 - estimating the space requirements, storage and materiel handling facilities to cope with overall volume of materiel, bearing in mind the rate of usage;
 - estimating and arranging for the acquisition of space and storage facilities for any -marshalling areas- in support of construction projects, special disposal projects, etc.; and
 - ensuring the security, safety and integrity of storage facilities.
4. Directs the operation of the regional Fleet Management Information System (FMIS) to ensure the most efficient utilization of a fleet of 220 vehicles and equipment (i.e. heavy trucks, road graders, bulldozers) at a capital cost of over \$2.5 million by: 5
- developing local procedures for reporting operational data and replacing fleet equipment in consultation with operational managers;

% of Time

- monitoring regional inventory and operational data reports of vehicles, engineering and heavy road equipment and floating plant to determine operational effectiveness and to provide estimates of equipment requirements;
 - advising regional management on the most effective utilization of vehicles and other equipment based upon data available through the FMIS and providing cost utilization data for repair, replacement or disposal of mechanized equipment;
 - interpreting and implementing preventive maintenance and safety inspection procedures in accordance with TBS and departmental policies;
 - recommending systems management changes to the FMIS; and
 - establishing and managing the National Credit Card Control Program.
5. Directs the activities of the Materiel Management staff to ensure that operations meet division objectives by: 10
- assigning responsibilities, setting priorities and establishing and maintaining performance standards;
 - estimating and substantiating staff requirements;
 - evaluating personnel performance;
 - taking action to resolve problems in discipline, promotion and grievance; and
 - directing the preparation of budgets, estimates and forecasts for personnel, finances and other resources.
6. Performs other duties such as serving as a member of staffing boards for all regional PC and support, positions and conducting special studies and research to obtain information for Ministerial Enquiries on materiel management matters. 5

Specifications

Degree/
Points

Knowledge

The work requires a comprehensive knowledge of departmental and government policies, procedures and regulations concerning all aspect of materiel management including the procurement of goods and services, inventory management and control, distribution (including problems peculiar to northern transportation) and disposal in order to provide materiel support for the regional operations of the Department. A good knowledge is also required of the programs of the Department and of the role and responsibilities of SSC and TBS pertaining to materiel management and of the nature and extent of services provided by SSC in the region. A good knowledge of sources of supply for a broad range of commodities (from office supplies and equipment to sophisticated, electronic equipment to measure building heat loss) is also required as well as knowledge of various negotiating and contracting methods.

4/180

Degree/
PointsDecision Making

Decisions with respect to the method of purchase, the extent of tender coverage, the scheduling of supplies to meet construction and maintenance program requirements and the selection or recommendations to SSC on the selection of contractors are required in support of regional operations. These decisions affect the quality of service provided to regional programs and the cost and timely delivery of a wide range of goods and related services (annual value of approximately \$20 million) processed at the rate of approximately 6,000 line items per month, delivered to all parts of the Region, including remote sites, and the provision of government supplied materiel to departmental contractors. Recommendations which affect the departmental materiel management policies and procedures are made to headquarters, and adaptations are made to these policies and procedures to meet the requirements of the Region as a result. Decisions and recommendations result in the development or modification and implementation of appropriate systems and procedures to ensure the effective acquisition, storage, distribution, use and disposal of departmental materiel. Total materiel assets are valued at approximately \$18 million. Decisions are also made with respect to the utilization and direction of staff and the development and conduct of materiel management training program. Recommendations are made to the Regional Director, Corporate Management and to the Director of Materiel Management at headquarters.

B2/150

Contacts

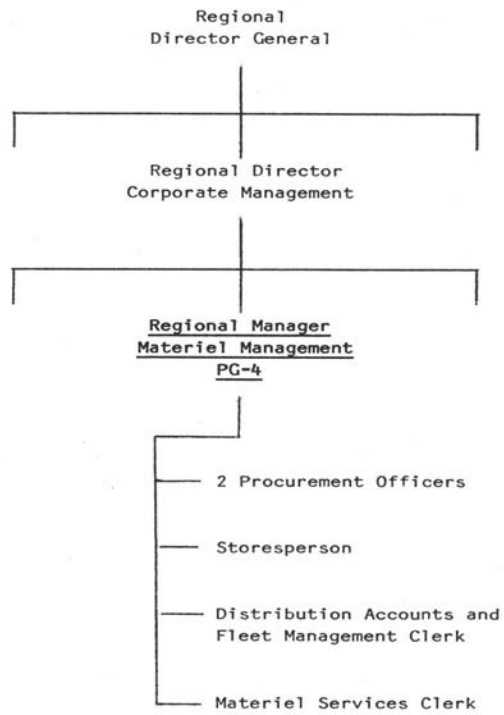
The work requires contacts with officials of supplier organizations to reach agreement concerning large contracts (e.g. for building materials) as well as with officials of transportation companies to negotiate the arrangements for the delivery of materiel to remote northern sites (e.g. by the chartering of aircraft).

B3/109

Managerial Responsibility

The work requires planning, organizing and evaluating the work of a regional Materiel Management unit consisting of two Procurement Officers, a Storeperson and two Clerks. Responsibilities include setting priorities, assigning work, estimating personnel, financial and other resources and evaluating performance.

B/40



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 16

Level: 4

Descriptive Title: Engineering Procurement Officer,
Electronic Systems Group

Point Rating: 495

Summary

Reporting to the Section Chief, plans, conducts and administers the procurement of a wide range of electronic systems and associated spares, manuals, training and engineering support for Canadian and foreign government departments and agencies; conducts post-contract clean-up action; assigns, checks and evaluates the work of one assistant; and performs other duties.

Duties% of Time

- | | | |
|----|---|----|
| 1. | Plans the procurement of a wide range of electronic systems such as aircraft instrument landing systems, information processing systems, detection systems, command, control and communications systems, and their associated control software, spares, manuals, training and engineering support on behalf of Canadian and foreign government departments and agencies to ensure that purchase requirements are realistic and permit effective purchase action in accordance with government policies and regulations, by: | 20 |
| | <ul style="list-style-type: none"> • conferring with customer department staff to ensure that technical specifications are clear and accurate, to explain anticipated procurement problems and their possible effects, to discuss alternatives, and to reach agreement on funding requirements; • examining the need for special contractual conditions such as performance incentives and assessing potential socio-economic impact; • developing a management plan which includes arrangements for contractor reporting and contract monitoring by headquarters and/or by regional field contract administrators; • identifying potential supply sources from existing source lists, trade directories or personal knowledge or, when no source lists exist, issuing letters of solicitation and assessing their technical and manufacturing capabilities through formal field facility evaluations and plant inspections; and • selecting the most appropriate procurement method and directing the issuing of solicitation documents which clearly express customer department and SSC requirements and government socio-economic priorities and objectives. | |
| 2. | Conducts procurement action to obtain engineering products for customer departments at lowest total life cycle cost consistent with government objectives and within acceptable time and quality limits by: | 30 |

% of Time

- evaluating competitive tenders against predetermined criteria to select the one which best fulfills total requirements and negotiating options where appropriate;
- reviewing sole source submissions for production, repair and overhaul, or research and development contracts to assess contractors' proposals and validate key requirements such as delivery schedules;
- determining the type of contract to be issued such as incentive or firm price;
- negotiating with suppliers to reach agreement on all contract terms and conditions including cost, quality controls, incentives and delivery schedules;
- ensuring that contract requests and amendments accurately and concisely reflect contract terms, and structuring contracts which accurately reflect negotiated and approved terms and conditions;
- conferring with departmental legal officers to ensure that terms and conditions incorporated in contracts and Formal Agreements, when used, are consistent with those negotiated; and
- approving competitive and sole source contracts within delegated approval limits; recommending approval and supporting contract requests submitted to higher authorities for approval, such as Contract Quality Approval Board, Departmental Management Committee and Treasury Board.

3. Administers contracts from date of award to date of acceptance of products by: 35
- managing the contract to ensure performance by all parties to the contract, including the contractor, client, quality assurance, and financial authorities;
 - resolving differences of interpretation between contractor and customer department;
 - using statistical records and control systems to record and control various aspects of contract performance and to anticipate problems;
 - monitoring progress and ensuring the validity of progress claims before approving progress payments to ensure claims accurately reflect progress of the work and contractors costs;
 - estimating the effects of design changes proposed by customer department or contractor on delivery schedules and costs and negotiating revised costs and delivery dates;
 - instituting engineering change control procedures, evaluating proposed changes and negotiating revised costs;
 - monitoring the delivery of government furnished equipment (GFE) or government supplied materiel (GSM) to prevent disruption to production schedules;
 - reviewing with customer departments any contractor requests for extension of delivery dates, determining cause of delays, probable consequences and available options, and amending contracts;

% of Time

- evaluating and, if warranted, approving contractor's application to sublet a portion of the prime contract;
 - determining the availability of and, if warranted, authorizing or recommending rent free use of government-owned tooling or test equipment already located in contractor's plant for another contract;
 - assessing contractor's requests for capital assistance, determining entitlement in accordance with departmental policy and, if warranted, recommending approval;
 - establishing, where necessary, the use by the contractor of inventory control procedures for government-financed spare parts used in repair and overhaul work; and
 - reviewing government-owned accountable advance inventories regularly to remedy discrepancies and adjust inventory levels.
4. Conducts post-contract clean-up activity to resolve problems outstanding after acceptance of goods from contractor by: 5
- arranging for and analyzing Audit Services Bureau cost audit reports to identify areas of dispute and to propose solutions;
 - negotiating final contract cost settlements, obtaining Financial Review Branch agreement and directing the issuing of confirming documents;
 - determining and recommending appropriate arrangements for the disposition of government-owned tooling and test equipment, and surplus material or supplies on loan to the contractor;
 - examining and recommending solutions to claims for extra or "ex gratia" payments; and
 - negotiating contract amendment or termination when programs are reduced or cancelled or when the contractors are unable to complete work satisfactorily and developing alternative means of providing the products.
5. Assigns, checks and evaluates the work of a clerical assistant. 5
6. Performs other duties such as: 5
- providing technical advice to the Centre's cost analyst and assisting more senior officers in annual rate negotiations;
 - maintaining effective working relationships with officials of Canadian and Foreign government departments and commercial organizations in the assigned industrial sector; and
 - performing duties of a more complex nature such as developmental training under the direction of the Section Chief.

Specifications

Degree/
Points

Knowledge

4/180

The work requires an advanced knowledge of the principles and practices of electronics and related technologies, and a thorough knowledge of Canadian government procurement policies, regulations, procedures and the interpretations placed on these policies. It requires a good knowledge of government organization and industrial assistance programs; an advanced knowledge of the facilities, capabilities and potential of the major commercial organizations in the assigned field of electronics, the industry's technology and production techniques, and cost analysis, general and cost accounting concepts. This knowledge is required in preparing and interpreting complex technical specifications, selecting contractual terms and conditions, negotiating often politically-sensitive contracts at formal meetings in contractors' plants, resolving technical problems, and monitoring the transportation and delivery of shipment.

Decision Making

132/150

Decisions made in planning and administering procurement action and in conducting competitive tendering and post-contract clean-up action are based on usually well-defined government policies and regulations. However, many customer requirements can be satisfied only by single-source procurement actions which require difficult and complex face-to-face formal negotiation at the company's head office and often involve areas where procurement policy is not defined clearly. The Section Chief is available at headquarters to obtain and provide policy interpretations and may, on occasion in very complex and contentious negotiations, act as team leader. The position is delegated contract approval authority up to \$100,000 competitive tender, \$50,000 negotiated and \$20,000 aggregate amendments, and contract signing authority up to \$500,000 competitive tender, \$250,000 negotiated and \$100,000 aggregate amendments. Recommendations are made to the Section Chief on contract type, rent-free use of government equipment and solutions to claims for "ex gratis" payments. Decisions and recommendations affect the total life cycle cost of a range of complex electronic systems and associated software, spares, manuals, training, and installation engineering support, some of which require significant equipment design activity. Of the yearly average of some 30 contracts and 40 contract amendments, approximately 50% are negotiated single source to Crown specifications. In an average year there is a requirement to issue an average of \$30 million new contracts and administer several hundred million dollars of active contracts many of which are multi-year procurement projects.

Contacts

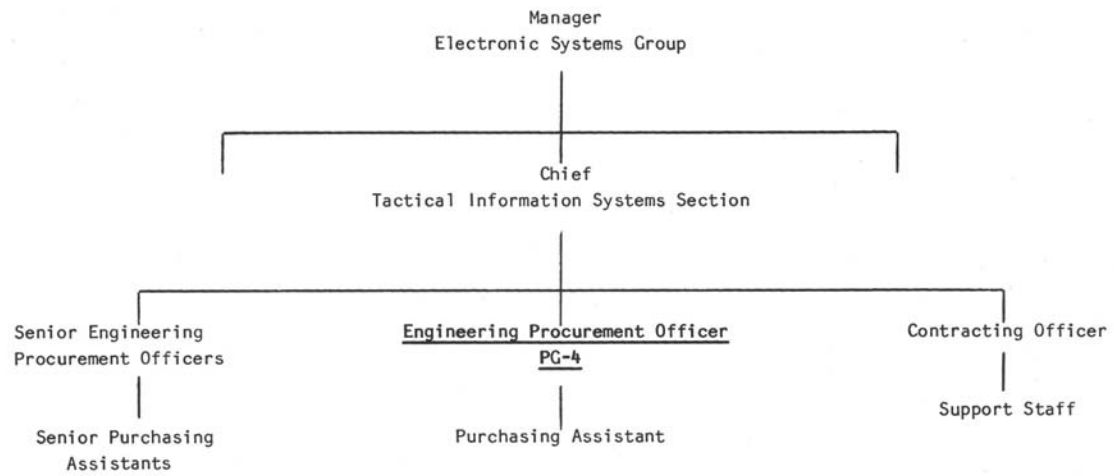
C3/150

The work requires contact with Directors and Vice-Presidents of Engineering, Finance, Manufacturing and Marketing and, on occasion, with Presidents of industrial organizations to negotiate contracts and contract amendments and to resolve contractual problems; and with Division Chiefs and Colonels of Canadian customer and program departments and foreign governments to resolve such problems as design changes, capital assistance, funding, delivery schedules, sales tax, custom duties and shared costs.

Managerial Responsibility

The work requires assigning and checking the work of one employee and evaluating performance.

A/15



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 17

Level: 4

Descriptive Title: Section Head, Materiel Identification,
Supply Systems Division

Point Rating: 509

Summary

Reporting to the Director of Cataloguing and Identification, organizes and directs the identification and cataloguing of a range of commodities for the Canadian Forces Supply System (CFSS) and other government departments; supervises a staff of 60 employees; represents the directorate at meetings, conferences and technical committees; assists the Director in the development of identification methods and procedures; and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Organizes and directs through subordinate supervisors the identification and cataloguing of a range of equipment and commodities covering approximately 500,000 technical items in accordance with the NATO Cataloguing System, for the Department of National Defence and other departments and agencies by: | 50 |
| | <ul style="list-style-type: none"> • organizing section resources, ensuring that the identification and classification of items are performed in accordance with established rules and procedures and that completion dates are met; • developing item entry controls designed to ensure that input to the automated data processing (ADP) cataloguing files meets essential quality and accuracy standards, to preclude entry of new items when like or similar items exist and to provide an interchangeability and substitutability capability; • resolving problems on the interpretation and application of rules and directives concerning the identification and cataloguing of items; • reviewing draft procurement contracts ensuring that items are accurately described and catalogued to avoid duplicate buys or to use interchangeability criteria to promote use of existing resources; and • initiating action to eliminate obsolete or duplicate items from the system. | |
| 2. | Supervises through four subsection supervisors a staff of 60 by: | 15 |
| | <ul style="list-style-type: none"> • establishing work priorities, allocating staff to meet changing workloads, and ensuring that the number of staff are adequate to meet the tasks of the section; • evaluating staff performance, reviewing appraisals, counselling staff and ensuring standards of discipline are maintained; and • providing direction and guidance in work methods and ensuring that formal or on-the-job training is carried out as required. | |

% of Time

- | | | |
|----|--|----|
| 3. | Represents the directorate at meetings, conferences and technical committees to discuss the nature and extent of cataloguing requirements with officials of the department, other departments and with commercial suppliers and producers. Maintains liaison with officials concerned with logistics in own and other government departments and in other countries to ensure the effective exchange of information. | 10 |
| 4. | Assists the director in the development of plans and procedures concerning the operation of the section by: <ul style="list-style-type: none"> • evaluating various options and recommending the adoption of those appearing most desirable; and • consulting with various supply authorities and government departments who would be affected by the adoption of a specific course of action. | 15 |
| 5. | Performs other duties such as supplying catalogue data to other NATO countries, attending international meetings or seminars on NATO cataloguing, lecturing on the NATO cataloguing system and compiling periodic reports on activities. | 10 |

SpecificationsDegree/
PointsKnowledge

The work requires a thorough knowledge of the NATO cataloguing system and the principles and practices of administration and materiel management; a good knowledge of the supply systems of the Department of National Defence and Supply and Services Canada; a good technical knowledge of the range of commodities to be identified and catalogued; an appreciation of the capabilities and limitations of automated data processing as it pertains to cataloguing; and knowledge of report writing techniques.

4/180

Decision Making

Decisions and recommendations are made in identifying and cataloguing commodities covering 500,000 items. The CFSS inventory consists of approximately 1,400,000 line items. Decisions are made in the resolution of problems in interpreting cataloguing instructions and in introducing and initiating action to control entry of items into and eliminate obsolete or duplicate items from the system. Decisions are made in allocating staff and establishing priorities. Recommendations are made concerning staff discipline, promotion and training. Decisions and recommendations result in saving of money and warehouse space; in more effective purchasing and efficient use of stocks on hand and better service to operating and maintenance units through improved cross-referencing and the provision of accurate descriptions of items of supply.

B2/150

Degree/
PointsContacts

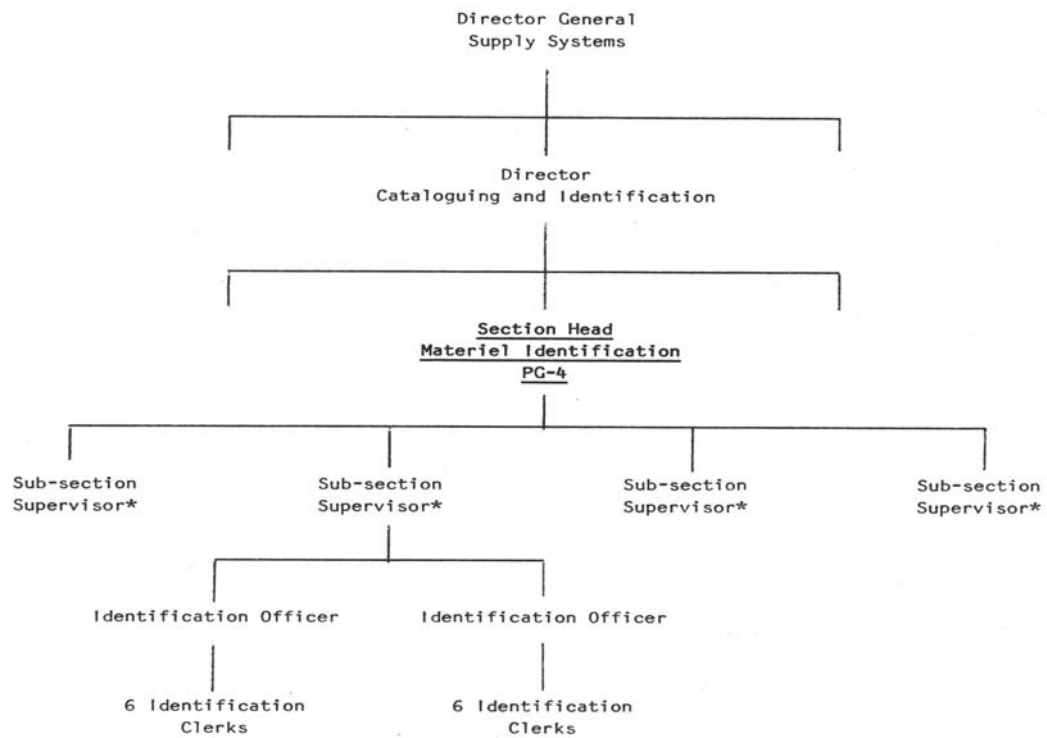
B3 / 109

The work requires contact with officials of NATO countries and of industries in other countries involved in multi-national defence projects. There is a requirement to represent Canada at international conferences and meetings to ensure that Canada's requirements for a bilingual and automated system under the complex NATO codification system are met. The cataloguing system is not a common catalogue but includes precise technical information and supply and manufacturing information necessary to ensure supply of the correct item while also ensuring interoperability with other NATO countries and the ability of the Canadian Forces to meet its operational commitments. There is a continuing requirement also to persuade officials in industry to use the NATO system in identifying and numbering items to be purchased by the Department.

Managerial Responsibility

C / 70

The work requires planning, organizing and controlling the activities of the Materiel Identification Section consisting of approximately 60 positions through 4 subsection supervisors each responsible for a similar organization. There is a requirement to allocate staff to meet changing workloads, develop operating plans and procedures, provide direction and guidance to employees, evaluate staff performance and ensure discipline.



*Note: SUB-SECTION ORGANIZATIONS ARE IDENTICAL

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 18

Level: 4

Descriptive Title: Science Procurement Officer,
Science Branch

Point Rating: 535

Summary

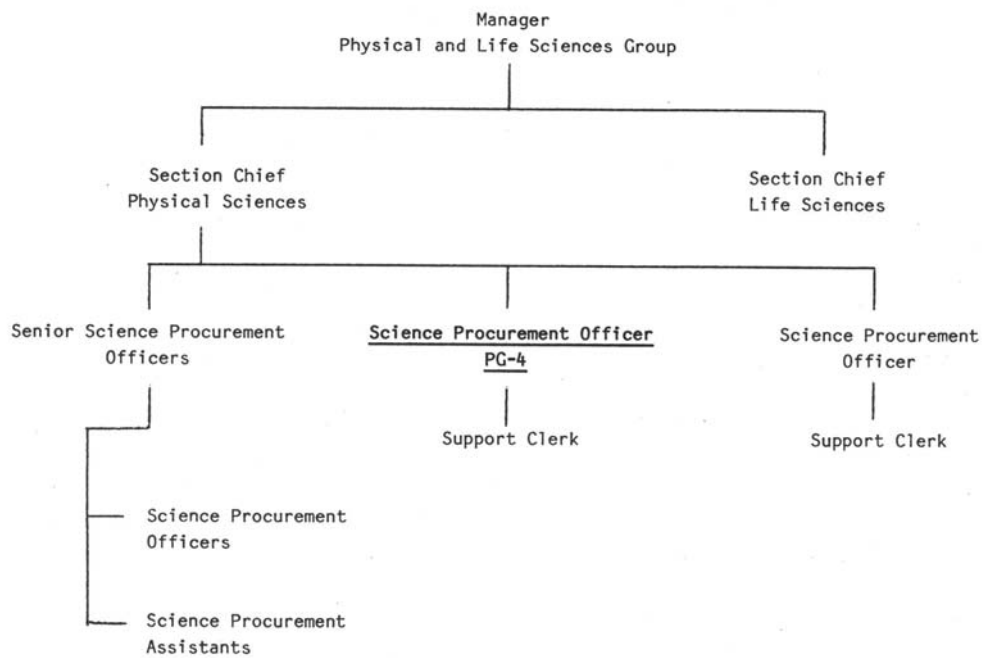
Reporting to a Section Chief, plans, conducts and administers the contracting out of scientific research and development projects to non-government research organizations on behalf of customer agencies such as the Departments of Fisheries and Oceans and Environment; conducts post-contract clean-up activities; assigns, checks and evaluates the work of one employee; and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Assists the Departments of Fisheries and Oceans (DFO) and Environment (DOE) in the formulation of science programs, and plans the contracting-out of scientific research and development projects to non-government research organizations by: | 30 |
| | <ul style="list-style-type: none"> • conferring with customer departments to inform them of related projects in other areas, participate in project evaluation committees, determine requirements and funding, suggest alternative ways of satisfying requirements, explain factors which could affect decisions, and give advice; • investigating the capabilities of that part of the Canadian scientific community associated with the customer's programs and, when necessary, examining problems associated with transferring foreign technology needed for projects; • reviewing customer requisitions to ensure that specifications permit effective procurement action and that funding and delivery schedules are realistic; • establishing means of protecting the Crown's proprietary rights; • determining design change requirements; developing and recommending approval of project acceptance criteria, project management plan, and appropriate procurement method (e.g. cost sharing, contribution); • determining the scientific capabilities needed to complete the project; • locating and assessing organizations having such capabilities to develop an economically-sound source list appropriate to the size and importance of the project; • selecting and weighting technical evaluation criteria and such other factors as price and socio-economic benefits; • preparing background material for review by the Procurement Review Committee for goods and services contracts valued over \$2 million; and • issuing invitations to tender or requests for proposals which clearly express customer requirements, evaluation criteria, closing date and deviations from standard practice; convening bidders' conferences when needed to clarify requirements. | |

	<u>% of Time</u>
<p>2. Conducts the contracting-out of science projects to non-government research organizations in accordance with government policies by:</p> <ul style="list-style-type: none"> evaluating, with customer's designated scientific authority, the scientific value and economic merit of proposals; selecting the best proposal and preparing written justification; negotiating, alone or assisted by the section chief, contractual terms and conditions of sole source procurements and the work, price and delivery schedules in competitive tenders when the lowest technically-acceptable bid is not accepted; and approving contracts and contract amendments within delegated approval limits, recommending approval of those exceeding those limits, preparing contract request reports describing and justifying decisions or recommendations, preparing contracts reflecting agreed-upon terms and conditions, and ensuring execution by the contractor. 	25
<p>3. Administers science contracts from date of award to acceptance of work by:</p> <ul style="list-style-type: none"> meeting with contractors to provide information and advice on government systems and procedures, and to resolve differences of interpretation between contractors and customers' designated scientific authorities; encouraging design innovations and improvements by contractors, estimating effects on cost, schedules and objectives, and negotiating contract amendments; monitoring the progress of projects, validating and approving progress payments; arranging loans to contractors of government facilities, equipment or intellectual property, as required; and recommending approval of contractor submissions for subletting of contracts or capital assistance. 	20
<p>4. Conducts post-contract clean-up activities by:</p> <ul style="list-style-type: none"> performing final cost verifications, ordering Audit Service Bureau (ASB) cost audits, resolving disputed matters, negotiating final contract settlements and recommending Finance Branch approval; determining if surplus materials or experimental equipment constitute legitimate contract charges and recommending suitable action; preparing contractor evaluation reports; negotiating the bases for the settlement of contractors' extra payment or "ex gratia" claims and recommending Contract Settlement Committee action; and recommending licensing of Crown-owned intellectual property to help contractors exploit the results of research and development to the benefit of Canada. 	15

	<u>% of Time</u>
5. Assigns and checks work of one clerk, evaluates performance and recommends training.	5
6. Performs other duties such as establishing and maintaining effective working relationships with officials of federal and provincial government departments and of research and scientific organizations.	5
<u>Specifications</u>	<u>Degree/ Points</u>
<u>Knowledge</u>	
The work requires a sound knowledge of federal government science and procurement policies, regulations and practices; the scientific goals and programs of DFO and DOE; the scientific disciplines associated with them; and the capabilities of the Canadian scientific community associated with the customer department's science programs. It also requires understanding of federal/provincial shared cost program procedures and of general and cost accounting practices.	5 / 220
<u>Decision Making</u>	
The work requires the making of decisions on all aspects of the formulation, planning, conducting, administering and post-contract clean-up of science procurement contracts for DFO and DOE and occasionally involves federal/provincial cost sharing agreements. Decisions are usually made in isolation at the customer department and in contractors' plants in accordance with government policy guidelines, regulations and established procedures and require initiative and judgement in assessing capabilities and situations and in adjusting standard procedures to meet requirements. Guidance is available from the Section Chief who reviews critical decisions before action is taken and who may assist in the negotiation of the more difficult or important contracts. The position has delegated approval authority for up to \$50,000 for negotiated, \$100,000 competitive contracts and \$20,000 aggregate amendments.	B2 / 150
Recommendations in the formulation of projects and the assessment of projects, proposals and competitive tenders are made to various designated scientific authorities of the customer department. Procurement recommendations are made to the Section Chief or the appropriate departmental organization such as the Contract Settlement Committee. Decisions and recommendations affect the cost of science projects, the ability of DFO and DOE to conduct its science programs, the economic health of part of the Canadian research and scientific community and the ability of Canadian science to achieve and exploit research breakthroughs.	
<u>Contacts</u>	
The work requires contacts with presidents, departmental heads or other senior officials of universities or private sector research and scientific organizations to resolve contentious and difficult problems in the negotiation and administration of contracts.	C3/150
<u>Managerial Responsibility</u>	
The work requires assigning and checking the work of one employee and evaluating performance.	A/15



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 19

Level: 4

Descriptive Title: Chief, Procurement and Logistics Services

Point Rating: 549

Summary

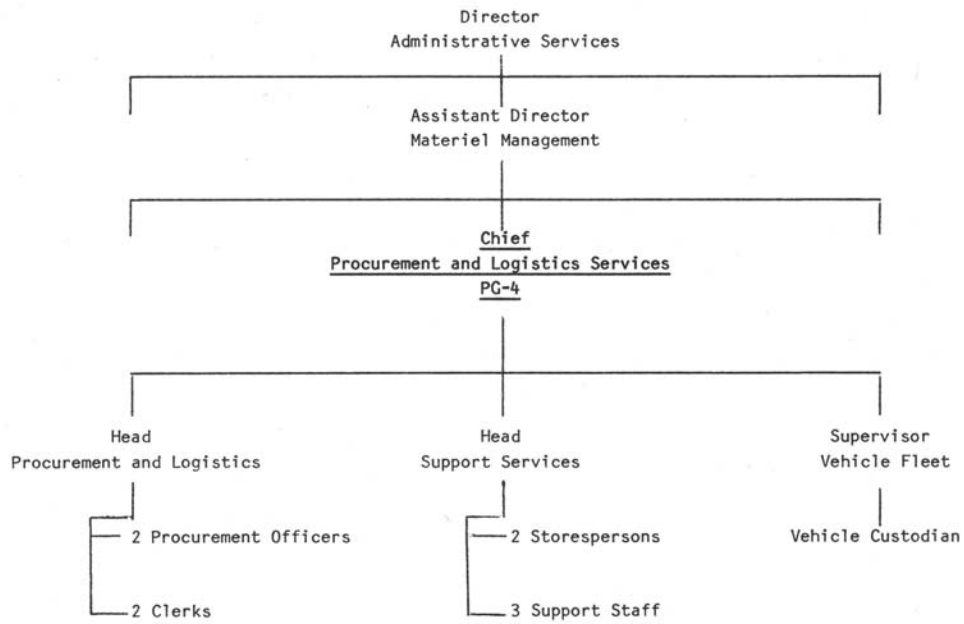
Reporting to the Assistant Director, Materiel Management, manages the procurement services for a department of 5,000 employees in obtaining a wide range of materiel and services in support of the Department's scientific, engineering, research and other programs; manages special services involving the provision of northern logistics services to field parties, the custody and disposal of surplus materiel, the loan of equipment to outside organizations and the control of the departmental fleet management system; provides information and advice to departmental officers; supervises a staff of 13 employees; and performs other duties.

<u>Duties</u>	<u>% of Time</u>
1. Manages procurement services in obtaining a wide range of materiel and services in support of the department's scientific, engineering, research and other programs with an annual procurement of approximately \$175 million to ensure economical and timely materiel and services support to meet departmental objectives by:	40
<ul style="list-style-type: none"> • discussing requirements with line managers and project officers during the requirements definition phase to facilitate their processing by ensuring that requirements are adequately specified to meet defined needs; • reviewing departmental requisitions to determine the opportunities for standing offer agreements or bulk buys to ensure that requirements are properly defined for procurement purposes; • allocating requisitions within the Section or to SSC for procurement action; • recommending the deletion of suppliers from the departmental source list as a result of an analysis of condition reports and contractor assessments; • directing the preparation of submissions for special approvals when required, e.g. Legal Services, Contracting Review Boards, Deputy Minister, Minister, Treasury Board; • liaising with officers of SSC concerning specifications, statements of work, selection criteria, assessment of tenders, contract awards, contract negotiations, special departmental requirements and other problems related to the provision of procurement services by SSC; • analyzing departmental commodity requirements, processing costs and transportation rates and schedules to establish and monitor initial and reorder stock levels, optimum order cycles, delivery schedules and other provisioning matters in order to provide economical logistic support and reduce back orders and deficiencies; 	

	% of Time
<ul style="list-style-type: none"> • reviewing, prior to execution, all agreements being entered into by the department to ensure that the legal position of the Crown is protected, that the intent of the parties involved has been correctly stated and that adequate safeguards have been established; • representing the Department in negotiations with contractors to establish contractual terms and conditions such as allowable profits, overhead and administration charges, level of performance and delivery; • negotiating with outside organizations (i.e. provincial governments) the contractual arrangements for joint study and research projects and the loan of equipment; • assessing and approving, or recommending the approval of, contracts in accordance with the provisions of the Government Contract Regulations; • monitoring all facets of the government restraints and energy conservation programs to ensure adherence to requirements with respect to vehicle size, scales of entitlement, controlled purchasing of materiel, etc.; and • developing and recommending, to the Assistant Director, Materiel Management, solutions to procurement problems and changes to procurement policies and procedures. 	
<p>2. Manages a logistics support service to ensure the provision of northern logistics services to field parties while proceeding to or from and while operating in the field, the custody and disposal of surplus materiel, the loan of equipment and the control of the departmental fleet management system by:</p> <ul style="list-style-type: none"> • planning and negotiating with officers of MOT and commercial carriers the movement of departmental equipment and supplies to Arctic sites via MOT sea lift; • planning and coordinating the provision of accommodation and transportation for personnel, supplies and equipment as required by field parties with the Canadian Armed Forces, DEW Line and U.S. Department of Defence; • arranging for support services to foreign governments and other government departments with establishments in remote areas, for accommodations, storage, handling and movement of equipment and supplies, including aviation gasoline and provisions; • representing the Department on interdepartmental committees on northern logistics matters; • reviewing forecasts of future field activities to ensure availability of appropriate logistic support; • analyzing problems concerning policy and procedures and recommending solutions; • analyzing information with regard to the timely delivery of all materiel to be included in the sea-lift; 	20

	<u>% of Time</u>
<ul style="list-style-type: none"> arranging customs and diplomatic clearances for officials and equipment from other countries engaged in joint surveys in Canada and for Canadian officials and equipment involved in joint surveys in other countries; supervising the preventive maintenance, servicing and repair of equipment, the loan of equipment to universities, contractors and outside agencies and the custody, trade-in or disposal of obsolete or surplus equipment; and supervising the procurement, maintenance, repair, allocation and disposal of a fleet of 270 vehicles and the processing of accident reports and claim settlements for all vehicle operations. 	
<p>3. Provides information and advice to departmental managers regarding the procurement of materiel and services and the disposal of surplus equipment by:</p> <ul style="list-style-type: none"> explaining departmental policies and procedures concerning procurement and disposal; visiting departmental requisitioning centres to discuss and resolve procurement and support service problems; and investigating cost and availability of alternative items of equipment and informing managers of available options. 	20
<p>4. Supervises a staff of 13 employees, through three subordinate supervisors, by assigning work, determining work priorities and schedules, providing guidance, setting performance standards, goals and objectives, evaluating performance of unit heads, recommending training and development plans, promotion, transfer and disciplinary action of staff.</p>	15
<p>5. Performs other duties such as acting for the Assistant Director as required, attending materiel management courses, seminars, training sessions, etc.</p>	5
<u>Specifications</u>	<u>Degree/ Points</u>
<u>Knowledge</u>	
<p>The work requires a good knowledge of central agency and departmental policy, regulations and procedures concerning all aspects of materiel management and a thorough knowledge of those policies, regulations and procedures concerning the procurement of goods and services and closely related activities such as repair, maintenance and disposal. A good knowledge of departmental plans, programs, projects and priorities is required, particularly with respect to northern logistical support, and of a wide variety of specialized, often complex, scientific, engineering and technical equipment, their sources of supply and availability, and the terminology, standards and specifications used by the Department under a variety of environmental conditions. A good knowledge is also required of the regulations governing tax and duty exemptions and exclusions related to scientific and other research projects for the Department and foreign governments.</p>	5/220

	Degree/ Points
<u>Decision Making</u>	
Decisions and effective recommendations are required in the planning, organization and control of departmental procurement activities including the provision of northern logistics services to field parties in the North and the control, allocation, repair, maintenance and disposal of vehicles and equipment; the provision of specialist advice to senior officers of the department on procurement matters; the development of inputs to procurement policies and procedures; and the deletion of suppliers from departmental source lists. Decisions are also made in establishing initial and reorder stock levels, in negotiating contractual terms and conditions with suppliers and in approving contracts in accordance with the provisions of the Government Contract Regulations up to \$200,000. Recommendations are made to the Assistant Director, Materiel Management. Decisions and recommendations affect the cost, quality and delivery of materiel and services to meet the operating requirements of the Department. The annual procurement value is approximately \$175 million.	B2/150
<u>Contacts</u>	
The work requires contact with senior officers of supplier firms to obtain agreement on contractual terms and conditions; and with provincial government and university officials to negotiate the details of contractual terms and conditions for the loan of equipment and the performance of study contracts.	B3 / 109
<u>Managerial Responsibility</u>	
The work requires the management of the Procurement and Logistics Services Section (13 employees) through the Head of Procurement and Logistics, the Head of Support Services and the Vehicle Fleet Supervisor. There is a requirement to plan and adjust workloads, to set performance standards, goals and objectives, to develop and implement procedures, to evaluate performance of unit heads and to carry out personnel-related responsibilities.	C / 70



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 20

Level: 5

Descriptive Title: Capital Procurement Subsection Head

Point Rating: 592

Summary

Reporting to the Section Head, Capital Procurement, plans and organizes the procurement strategy for assigned capital, acquisition, modernization, research and development projects and assists the Section Head with extremely critical and complex acquisition projects; provides financial, procurement and logistics information for approval of assigned projects and in support of the Section Head for more complex projects; develops acquisition plans, program implementation plans, procurement documents and Equipment Logistics Directives for assigned projects and assists the Section Head for more complex projects; directs and supervises staff; and performs other duties.

Duties

% of Time

- | | | |
|----|--|----|
| 1. | Plans and organizes the procurement strategy for assigned acquisition, modernization, research and development projects and assists the Section Head with extremely critical and complex acquisition projects by: | 15 |
| | <ul style="list-style-type: none"> • consulting with the concerned operational and engineering staffs to determine the equipment available to meet the requirement and the government and industrial strategies to be employed in the procurement; • preparing financial, procurement and logistics data for inclusion in Program Development Proposals (PDPs); • preparing cost, budget and cash phasing, including taxes, duties, exchange and escalation rates, etc.; • arranging the degree of formal input required and desirable from SSC; • requesting a Price and Availability study from SSC, allocating funds for the study when necessary and advising the Project Director and colleagues on the project team of the findings of the study; • calculating the in-service materiel assets which may be available for the project, including materiel available at Canadian Forces units; • consulting with engineering staffs to determine the technical resources available at Canadian Forces units and providing these staffs with the necessary data related to the Life Cycle Logistics Analysis; • developing, writing and gaining acceptance of financial, supply and procurement plans which will meet the operational and maintenance requirements and which also denotes the economic, industrial and interdepartmental benefits of domestic versus foreign procurement, and governmental factors which need consideration; | |

- providing assessments on the survivability of sources of supply, repair and overhaul (R&O), provision of spare parts support by industry, and the feasibility of establishing Canadian R&O facilities as opposed to being reliant on foreign agencies for this service;
 - drafting the financial, procurement and logistics sections of the PDP;
 - writing the financial, procurement and logistics sections of the PDP and discussing it with the concerned operational and engineering staffs to gain overall acceptance;
 - appearing before departmental approval levels if clarification or elaboration are requested in the financial, procurement or supply areas; and
 - reworking problem areas in the PDPs and providing this information to the program's sponsor.
2. Provides financial, procurement and logistics information for assigned capital, research and development projects and in support of the Section Head for more complex projects in order to refine the requirements of the approved PDP to form the basis of Program Change Proposal (PCP) and the TB submission by: 15
- liaising with the project Director to ensure that the procurement and logistics requirements of the PCP are comprehensive enough and are fully understood;
 - determining the need for assistance by project officer(s) and selecting the required number from among the Capital Procurement officers;
 - participating in the determination of trade-off analysis of performance/cost and schedule of alternatives, etc, with operational and technical staffs;
 - appearing before Departmental approval bodies, as required, to provide substantiation or clarification;
 - preparing the TB submission in support of the Project Director for assigned projects and providing assistance for more complex projects; and
 - sponsoring TB submissions through TBS and supporting the Section Head for more complex projects.
3. Develops acquisition plans, program implementation plans (PIPs), procurement documents, and Equipment Logistics Directives for assigned acquisition and modernization projects approved by Treasury Board, and assists the Section Head for more complex projects, in order to ensure prompt and correct procurement and logistics action: 50
- by liaising with the Project Manager to ensure that the input required on procurement and supply aspect is fully understood;
 - representing the department's procurement and supply interests in meetings within the department and with TBS, SSC, DIST, other government departments and agencies, and contractors;

% of Time

- providing an implementation plan for the financial, procurement and logistics aspects to the Project Manager including input in the following areas: acquisition plan, foreign involvement, maintenance package required, identification of Initial Provisioning requirements, total approved project costs, cash phasing contract demands, cost breakdowns, financial coding, etc.;
- establishing through visits, meetings and correspondence that departmental interests such as quality assurance, maintenance, training, etc., are adequately reflected in procurement documents;
- raising contract demands so that they provide clear and comprehensive statements of requirements and include clauses which will safeguard the department, provide effective control over the financial and procurement action, and ensure timely selection and delivery of materiel;
- discussing contract demands for major equipments, systems, and complex elements of a project with the Project Manager or Section Head;
- ordering and controlling the supply of Government Supplies Materiel (GSM) to meet the scheduled requirements of the prime contractor;
- signing the contract demands raised for assigned projects and forwarding them to SSC;
- working closely with SSC during the tendering phase, and in the evaluation of tenders (in conjunction with engineering and operational staffs), determining and advising on quality/cost trade-offs during the review of proposals/tenders, and replying for the department on tender's suitability;
- liaising with Initial Provisioning and R&O staffs to ensure that timely action is taken so that spares and facilities will be ready to support the equipment or systems once they are delivered;
- reviewing Engineering Change Proposals and recommending rejection or acceptance taking into account cost contractual implications and schedule impact;
- continually reviewing the pace and progress of assigned projects and compliance with the stipulations of the contract emphasizing the cost, cash flow, status of delivery of materiel, movement of materiel, etc., and taking corrective action in conjunction with other concerned staffs;
- forecasting and amending milestones and cash flow in the DSP, Project Forecast, and Departmental Estimates for delegated projects; and
- reviewing draft Equipment Logistics Directives (ELDs) for completeness and accuracy and approving these directives or asking for revisions to be made.

4. Directs and supervises staff:

10

- assigning responsibilities for specific projects and financial controls;
- providing guidance to subordinates, assessing training needs and recommending training;

% of Time

- implementing performance standards, appraising staff on the performance criteria of the section; and
- recommending disciplinary action, promotion and establishment changes and providing subordinates with opportunities for development.

5. Performs other duties such as:

10

- writing reports, reviewing memoranda, letters and reports written by others, conducting correspondence and providing advice on procurement procedures; and
- reviewing program system plans, equipment and materiel specifications forming part of a Contract Demand package.

Specifications

Degree/
Points

Knowledge

The work requires a very good knowledge of the organization and operations of the department, Foreign Military Sales and government in general as well as of the policies, procedures, guidelines and practices of the department, SSC, TBS and other government departments and agencies as they apply to capital procurement and resource management. Knowledge is also required of the techniques of negotiating and administering government contracts, budgeting and financial control, business administration, duties and tax applicability, project management, the objectives of other government departments agencies such as DIST, AC0A and Western Economic Diversification which can be achieved through departmental procurement, the capabilities of the Canadian Forces Supply System, the departmental Life Cycle Management System, the Defence Program Management System and Integrated Logistics Support.

5/220

Decision Making

The work requires making decisions on the financial impact, in developing procurement strategy, on whether requirements are within the scope of the project, procurement procedures, contract demand terms and conditions and necessary controls which apply to the procurement of specific goods and services. These decisions, which affect the procurement of 25 to 30 ongoing complicated defence equipment procurement projects ranging in cost from \$5 million to \$235 million each with an average cost of approximately \$30 million, could have a significant impact on the ability of the Canadian Forces to meet its operational and financial commitments. Delays in delivery can be very costly to the department because of the lapsing of unspent funds at fiscal year end. Delays can also result in inability to schedule trials etc. with scheduled exercises some of which are international in nature. Phase-out of existing equipment to be replaced must be delayed with consequent support implications and lack of improved capability for the duration of any delays. Decisions are also required to be made on cash phasing and applying changes recommended by contractors and SSC.

B3/201

Contacts

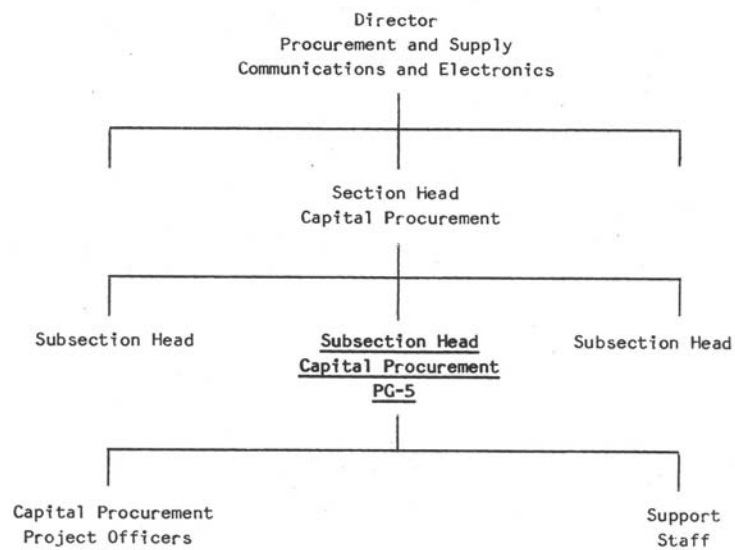
The work requires consultations to be conducted with senior officials of other departments and agencies such as SSC, Industry, Science and Technology, and Treasury Board to develop the established objectives in carrying out procurement projects while ensuring that the department's interests are protected and that what is required is obtained and is delivered on time.

C2/131

Degree/
PointsManagerial Responsibility

The work requires planning, organizing and evaluating the work of 3 to 6 Procurement Officers and clerical staff assigned for the duration of different projects being undertaken. Responsibilities include estimation of assistance required for each project, distribution of the workload, control of finances, prioritization of tasks, monitoring and evaluation of performance and assessment of training needs.

B/40



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 21

Level: 5

Descriptive Title: Senior Science Procurement Officer,
Science Branch

Point Rating: 625

Summary

Reporting to the Section Chief, plans, conducts and administers the contracting out of complex science research and development projects and related scientific activity in the field of meteorological and air environment systems and services to non-government research organizations; conducts post-contract clean-up activities; supervises three employees and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Assists the assigned federal air environment and meteorological services such as the Atmospheric Environment Service of Environment Canada in the formulation of science programs and plans the contracting out of complex science projects to non-government research organizations by: | 30 |
| | <ul style="list-style-type: none"> • conferring with customer agencies to explain the benefits of contracting out, inform them of related projects in other areas, participate in evaluation committees, identify requirements and funding, suggest alternative methods of satisfying requirements, explain factors which could affect decisions, and give expert advice; • investigating the capabilities of the Canadian scientific community associated with customer programs and, when necessary, examining the problems associated with transferring foreign technology needed for projects; • reviewing customer requisitions to ensure that specifications permit effective procurement action and funding and that delivery schedules are realistic; • establishing means of protecting the Crown's proprietary rights, developing project acceptance criteria, determining design change requirements, developing an effective project management plan and selecting the most appropriate procurement method (e.g. cost-sharing, contribution); • determining the scientific capabilities needed to complete the project, using science centre systems to locate organizations possessing such capabilities and assessing the organizations to develop an economically-sound defensible source list appropriate to the size and importance of the project; • selecting and weighting technical factors, deciding how proposals will be rated against those factors and what consideration should be given to such other factors as price and socio-economic benefits; • preparing background material for review by the Procurement Review Committee for goods and services contracts over \$2 million; and | |

% of Time

- issuing invitations to tender or requests for proposals which clearly express customer requirements, evaluation criteria, closing date and deviations from standard practice and convening bidders' conferences when required to clarify requirements.
2. Conducts the contracting-out of complex scientific meteorological and air environment systems and services projects to non-government research organizations in accordance with government policies by: 25
- evaluating, with customer's designated scientific authority, the scientific value and economic merit of proposals, selecting the best proposal and preparing written justification;
 - negotiating, as team leader or sole representative, all contractual terms and conditions of fixed price or cost reimbursable sole source procurements and the work, price and delivery schedules in competitive tenders when the lowest technically-acceptable bid is not accepted; and
 - approving contracts and contract amendments within delegated approval limits, recommending approval of those exceeding those limits, preparing contract request reports describing and justifying decisions or recommendations, preparing contracts reflecting agreed-upon terms and conditions, and ensuring execution by the contractor.
3. Administers complex science contracts from date of award to date of acceptance of work by: 2.5
- meeting with contractors to provide information and advice on government systems and procedures and resolve differences of interpretation between contractor and customer's designated scientific authority;
 - encouraging design improvement and innovations by contractors, estimating effects on cost, schedules and technical and socio-economic objectives, and negotiating contract amendments;
 - monitoring the progress of projects through reports, meetings and personal visits; validating and approving progress payments;
 - arranging approvals for the loan to contractors of government facilities, equipment or intellectual property as required; and
 - approving or recommending approval of contractor submissions for sub-letting of contracts or capital assistance.
4. Conducts post-contract clean-up activities by: 10
- performing final cost verification on contracts having cost reimbursable elements less than \$125,000 to decide if audit is needed; ordering and examining Audit Service Bureau (ASB) cost audits; and resolving areas of dispute;

% of Time

- negotiating final contract settlements based on cost verification or ASB reports and obtaining agreement of Finance Branch;
 - examining contracts to determine if experimental equipment or surplus materials represent a legitimate charge and, if so, recommending appropriate action;
 - preparing contractor performance evaluation reports to update source lists and aid in the assessment of the contracting-out policy;
 - arranging for the licensing of Crown-owned intellectual property to help contractors exploit the results of research and development to the benefit of Canada; and
 - negotiating settlement bases for "ex gratia" or extra payment claims by contractors, recommending action to the Contract Settlement Committee.
5. Supervises a staff of 3 employees by assigning work, establishing priorities, providing guidance, monitoring and evaluating performance. 5
6. Performs other duties such as: 5
- establishing and maintaining effective working relationships with officials of federal and provincial government departments and scientific and research organizations; and
 - representing the department, as required at technical and scientific conferences.

SpecificationsDegree/
PointsKnowledge

The work requires a good knowledge of federal government science and procurement policies, regulations and practices; the scientific goals and programs of the assigned federal meteorological and air environment services and of the scientific disciplines associated with the programs; and the capabilities of the Canadian and foreign scientific communities as they relate to the science programs of the customer organizations. It also requires a sound knowledge of federal/provincial shared cost program procedures and general and cost accounting practices. This knowledge is required in the planning, negotiation, administration and finalization of complex science procurement contracts.

6/260

Decision Making

The work requires making decisions on all aspects of the formulation, planning, negotiation, administration and finalization of complex science procurement contracts for federal air environment and meteorological services and occasionally involves federal/provincial government cost sharing agreements. Decisions such as assessing the capacities of a section of the Canadian scientific community, selecting suitable research contractors and negotiating complex contracts containing non-standard terms and conditions, expenditure limitation clauses and other special provisions in the contractor's establishment as the department's sole representative require considerable initiative and judgement and are usually made in isolation.

C2/200

Major projects include one for a systems support for upgrading of the atmospheric environment services worth \$2 million, and an ice data integration and analysis system (IDIAS) worth \$10 million. The position has delegated contract approval authority of \$150,000 (competitive), \$70,000 (negotiated) and \$30,000 (aggregate amendment).

Procurement recommendations are made to the Section Chief in the assessment of projects, competitive tenders and proposals and in the formulation of scientific programs are made to the designated Scientific Authority of the customer organization.

Decisions and -recommendations have a moderate impact on the cost of science projects, the ability of customer organizations to conduct effective scientific research programs, the economic health of part of the Canadian research and scientific community and the ability of Canadian scientists to achieve scientific developments of benefit to Canada.

Contacts

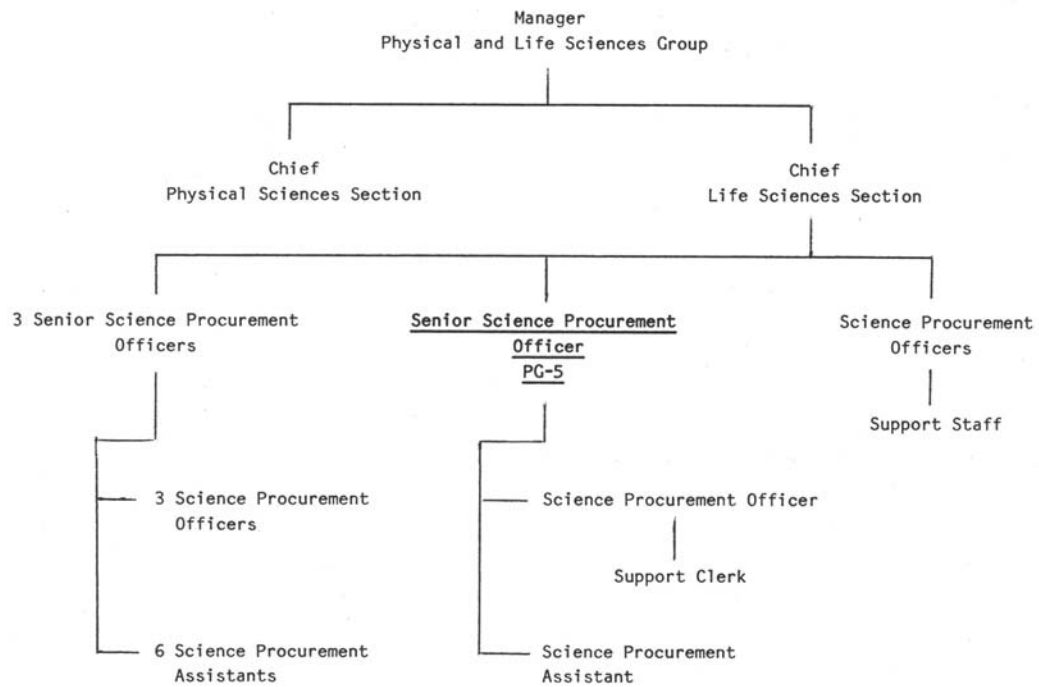
The work requires contacts with senior officials of private sector research organizations, universities and federal, provincial and foreign governments to resolve difficult and contentious problems pertaining to science and procurement policies and approaches, contract prices, terms and conditions, socio-economic considerations and inter-program support.

C3 / 150

Managerial Responsibility

The work requires assigning work and monitoring and evaluating the performance of a Science Procurement Officer, Support Clerk and a Science Procurement Assistant.

A / 15



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 22

Level: 5

Descriptive Title: Chief,
Materiel Management

Point Rating: 661

Summary

Reporting to the Director, Administration Services, plans, coordinates and directs all operations of the Materiel Management Division of a decentralized department; directs the departmental procurement service (annual value of approximately \$23 million); directs the development, testing, implementation and maintenance of departmental national inventory management systems (for inventory valued at approximately \$36 million); plans and directs a warehousing and distribution service; develops and maintains a cost-effective service for the disposal of materiel; provides advice, guidance and consultation to 10 regional heads of materiel management; supervises a staff of 17 employees; and performs other duties.

Duties% of Time

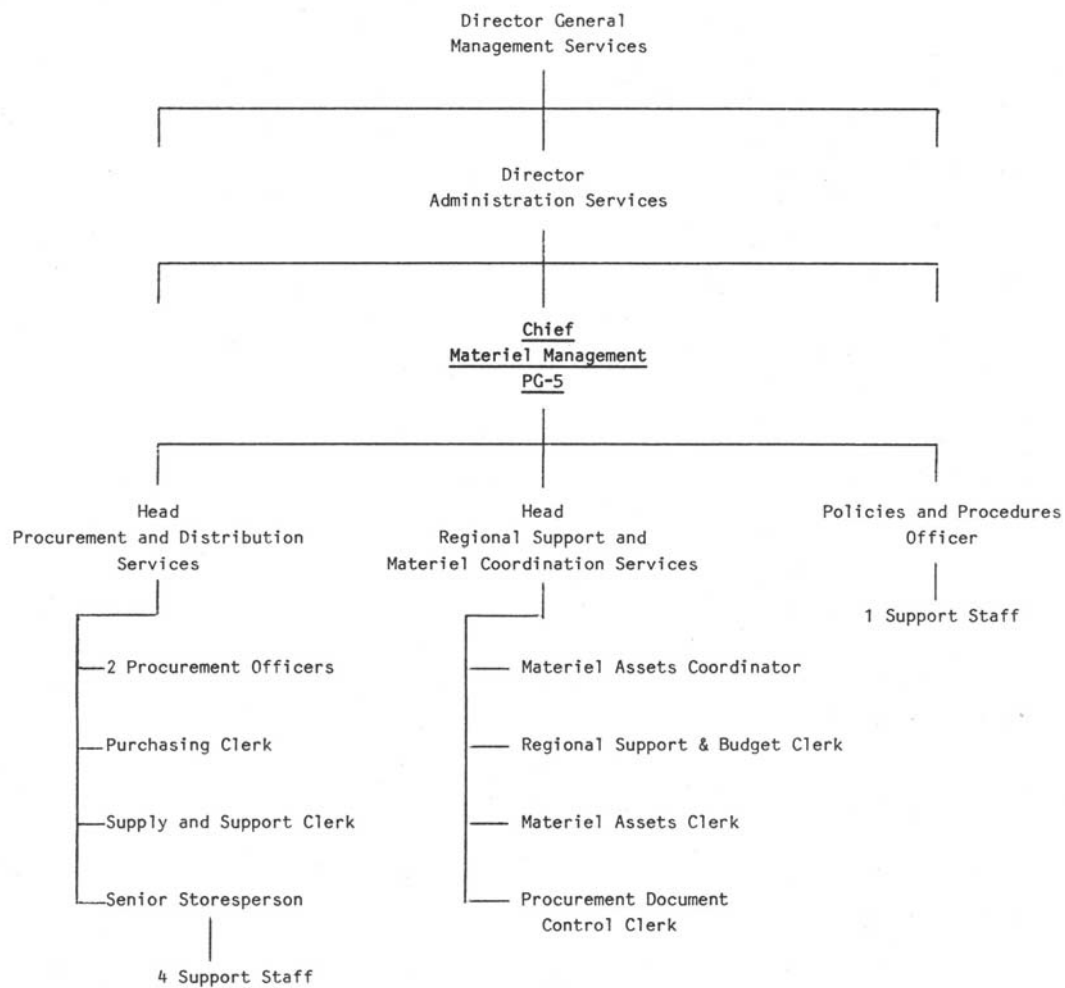
- | | | |
|----|--|----|
| 1. | Plans, coordinates and directs all operations of the Materiel Management Division of a decentralized department to ensure the effective and economic utilization of materiel management resources by: | 30 |
| | <ul style="list-style-type: none"> • determining departmental materiel needs through consultation with senior managers at headquarters and in the regions; • developing materiel management goals and objectives, priorities and operational plans; • ensuring the development, analysis and implementation of departmental materiel management policies, systems and procedures on a department-wide basis; • interpreting and applying central agency policy, directives, regulations and guidelines and supervising the preparation of departmental directives and other procedural documents concerning materiel management matters; • liaising with users of materiel management services to obtain feedback and solicit input to modifications to departmental materiel management policies, systems and procedures; • providing authoritative advice to managers at headquarters and in the regions on all materiel management matters; • developing and coordinating materiel management training activities for users of services; • controlling the human, financial and materiel resources of materiel management, including the establishment of budgets and budget controls and the establishment and maintenance of effective monitoring and reporting systems; • monitoring materiel management activities and functions, supervising the conduct of feasibility studies or improvement projects to rectify problems and recommending corrective action; | |

	<u>% of Time</u>
<ul style="list-style-type: none"> managing long-range projects associated with systems integration or shared services between components within the department or with units of SSC and other departments and agencies to reduce duplication of effort and to produce savings through economies of scale. 	
2. Directs the departmental procurement service (annual value of approximately \$23 million) to ensure effective procurement action by:	20
<ul style="list-style-type: none"> ensuring the development, implementation and maintenance of interrelated departmental materiel procurement systems; ensuring the review of all requisitions submitted to the division having contractual implications; ensuring the proper selection of the appropriate method of supply through direct purchasing, through new or existing Standing Offer Agreements, or through requisitioning on SSC; ensuring that consultation is carried out with suppliers to communicate departmental requirements and to obtain information on suppliers' products and capabilities; consulting with policy officers of the Treasury Board Secretariat and SSC to obtain their concurrence in the procurement by the department of unique requirements; identifying and assessing the need for professional and technical services and for the purchase or rental of EDP equipment and related services; participating in the negotiation and finalization of all National Individual Standing Offer agreements as the department's senior materiel management representative; approving contracts within delegated authority and recommending those which exceed this authority; supervising the administration of national contracts awarded to suppliers on the basis of tenders submitted; and supervising the preparation of all contract performance reporting documents and forwarding to senior departmental management and to the appropriate central agencies. 	
3. Directs the development, testing, implementation and maintenance of the departmental national inventory management and control systems (for a national inventory of approximately \$36 million) to improve national inventory management operations by:	10
<ul style="list-style-type: none"> coordinating the design, analysis and implementation of new and/or revised inventory systems and procedures; 	

		% of Time
	<ul style="list-style-type: none"> supervising activities in such areas as materiel identification and classification, the production of stocked-item catalogues and the national Forms Register, the coordination and monitoring of stock and stock reorder levels at headquarters and regional warehousing facilities and the control practices relating to the issue of sensitive or serially numbered documents; and monitoring the operations of the national computerized Moveable Assets Inventory Control System, the computerized Stock Inventory Control System and a number of manual and partially automated regional inventory control systems. 	
4.	Plans and directs a warehousing and distribution service in order to respond to the materiel requirements of the department by:	10
	<ul style="list-style-type: none"> assessing the impact of new or modified services on present warehousing operations and distribution services, and determining changes required; supervising the conduct of periodic warehousing operational analyses to identify and recommend more cost-effective procedures; developing improved transportation and materiel holding methods for remote areas, particularly air and searift operations, and negotiating better terms and tariffs with representatives of transportation companies, SSC, other departments and provincial and territorial governments; reviewing departmental warehousing practices relating to the transportation of materiel to ensure maximum value for the most economical price; investigating and resolving complaints from client directorates; and developing contingency plans, in consultation with the appropriate departmental manager, with SSC and with other departments and agencies in the event of postal disruptions. 	
5.	Develops and maintains a systematic and cost-effective disposal service for all materiel holdings of the department to ensure that disposal benefits are maximized by:	5
	<ul style="list-style-type: none"> directing the development and maintenance of life-cycle planning schedules; directing the review of departmental national inventory data on an ongoing basis to identify assets which are disposable; advising custodians on disposal alternatives; developing and fostering client interest in effective disposal management practices and coordinating disposal review boards throughout the department; and supervising the maintenance of record systems concerning departmental disposal actions. 	

	<u>% of Time</u>
6. Provides advice, guidance and consultation to 10 regional heads of materiel management to ensure adherence to departmental materiel management policies by:	10
<ul style="list-style-type: none"> • coordinating materiel management operations in 10 regional and approximately 50 district and service centre offices; • issuing guidelines and instructions to materiel management specialists; • reviewing audit reports and periodic activity reports from each distribution point to determine the need for special studies or changes in operating methods; • coordinating and advising on the preparation of district and regional materiel management annual budgets and estimated resource requirements; and • making recommendations concerning the transfer of staff, coordinating training activities and participating in the appraisal of staff. 	
7. Supervises a headquarters materiel management staff of 17 employees by setting goals, assigning workload and priorities, providing advice and guidance to subordinates as required, maintaining standards of work performance, appraising section heads, reviewing their appraisals of subordinates, organizing training activities, initiating action to resolve problems with respect to discipline, grievances or work performance and recommending promotions, transfers and organizational changes.	10
8. Performs other duties such as representing the department at materiel management forums, seminars and working groups.	5
<u>Specifications</u>	<u>Degree/ Points</u>
<u>Knowledge</u>	
The work requires a thorough knowledge of government policies and procedures concerning all aspect of materiel management including the procurement of goods and services, inventory management and control, cataloguing, distribution and disposal in order to provide materiel support to a decentralized department. A good knowledge is also required of departmental organization, programs and regional operations and of the role and responsibilities of Supply and Services Canada and the Treasury Board Secretariat. A general knowledge of computerized information systems, feasibility studies and project management is necessary to ensure that maximum benefits and cost savings are achieved through the effective utilization of resources. A current knowledge of supply concepts, theories and practices is also required.	6/260

	Degree/ <u>Points</u>
<u>Decision Making</u>	
Decisions and recommendations have a direct impact on the quality of service provided to departmental programs and operations serving the public at dispersed points of service across Canada. They are made in both the policy formulation and programs implementation aspects of materiel management support services provided to a headquarters organization with annual expenditures for materiel of \$23 million, annual regional expenditures of \$14 million and a national inventory of \$36 million. Such decisions and recommendations affect national policies and practices for the supply of a wide variety of goods (approximately 5000 line items) and services (i.e. furniture and furnishings, office machinery and equipment, motor vehicles, EDP equipment and service contracts, personal service contracts, stationery and supplies, specialized forms, etc.) required in the day-to-day operations of the Department. The Chief exercises full signing authority for procurement requisitions and contracts up to \$25,000. For contracts in excess of this amount and for regional contracts in excess of \$50,000, recommendations are made to higher authority.	C2/200
In response to central agency policies, directives and guidelines, decisions and recommendations result in the development and application of new or revised systems and procedures in all areas of materiel management, in the implementation and maintenance of improved monitoring and reporting systems in regular assessments in terms of compliance and policy effectiveness of central agency policies, and in the ongoing analysis of materiel management systems and procedures to ensure that cost-effective practices are adopted throughout the Department. Recommendations are made to the Director, Administration Services.	
<u>Contacts</u>	
The work requires contact with senior officers in SSC, TBS and other departments to conduct consultation concerning departmental materiel management policy matters and with representatives of provincial and territorial governments and of transportation companies to negotiate warehousing and distribution services for remote areas.	C2/131
<u>Managerial Responsibility</u>	
The work requires the direction of the staff of the Materiel Management Division (17 employees) through the Head of Procurement and Distribution Services, the Head of Regional Support and Materiel Coordination Services, and the Policies and Procedures Officer. It is necessary to establish goals, assign workload and priorities, appraise performance, control the budget, oversee the selection and training of personnel and resolve personnel problems.	C/70



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 23

Level: 6

Descriptive Title: Section Head, Procurement Policy

Point Rating: 740

Summary

Reporting to the Director, Supply Policy Control and Administration, develops, interprets and ensures the implementation of departmental procurement policies, programs and strategies; represents the department in the development, negotiation, acceptance, implementation and evaluation of major government initiatives affecting procurement operations throughout the Federal Government; prepares, organizes and synthesizes policy advice and counsel for the Chief of Supply and the ADM; develops and negotiates acceptance of the department's position on procurement matters in international agreements/arrangements; supervises a staff of two procurement policy analysts; and performs other duties.

Duties% of Time

- | | | |
|----|--|----|
| 1. | Develops, interprets and ensures the implementation of departmental procurement policies, programs and strategies with the objectives of controlling and directing the varied acquisition support of the Canadian Forces at home and abroad and of meeting the procurement (time, cost, performance and integrated logistics support), socio-economic (regional and industrial development), taxation and defence aims of the Department/Government through the effective expenditure of the department's procurement budget (approximately \$4.3 billion annually) by: | 30 |
| | <ul style="list-style-type: none"> • representing the Chief of Supply and the ADM in the development, negotiation and acceptance of major departmental initiatives affecting procurement (e.g. provides input to policies and positions such as for Increased Ministerial Authority and Accountability); • reviewing and interpreting the requirements of Government/Department Acts, directives, legislation and initiatives and developing departmental procurement policies from them (e.g. Canadian and Foreign Government rules, regulations and procedures governing the procurement of military supplies and services); • directing the review and assessment of acquisition requirements (including the review of project plans proposing expenditures ranging from approximately \$60 million through to \$2 billion), and advising on the development of the necessary procurement strategies and programs to justify such acquisitions in accordance with objectives; • formulating and/or directing the formulation of Departmental policy positions and strategies concerning issues such as taxation policy or socio-economic initiatives which may be aided by departmental procurement (e.g. industrial or regional development), developing and submitting policy briefs, proposals and papers for consideration and approval by senior management and ultimately the Minister; | |

% of Time

- preparing and presenting and/or directing the presentation of briefings or the issuance of directives, procedure manuals or other explanatory documentation and monitoring or directing their implementation by Directorate/Departmental procurement personnel to ensure approved policies, strategies and objectives are clearly understood and acted upon;
- advising senior departmental officials and/or responding to queries concerning procurement policies;
- identifying areas or aspects of procurement programs/practices which require review;
- planning, implementing and directing policy research activities, including research into relevant precedents, practices and policies presently or previously in effect within the department, other departments or industry; and
- analyzing the Department's operational plans and objectives (short and long term) in order to develop, promote and implement procurement policies on a proactive basis.

2. Represents the department in the development, negotiation, acceptance, implementation and evaluation of major government initiatives affecting procurement operations throughout the Federal Government by:

30

- ensuring departmental/government policies, programs, plans and initiatives are responsive to the political, economic and social sensitivities surrounding defence procurement;
- identifying and reporting to senior management on government initiatives and policies (e.g. Common Services Policy) which may inhibit established procurement practices or procedures or negatively impact on departmental goals and objectives;
- developing consensus with senior officials of own and other departments, coordinating and developing responses to proposed policy thrusts and initiatives and formulating Memoranda of Understanding (e.g. those between the department and SSC) for ratification at the ADM, DM and/or Ministerial levels;
- directing and advising subordinate staff in the analysis and development of departmental positions on procurement policy, program and process issues of an interdepartmental nature, reviewing proposed positions and recommending changes where appropriate;
- participating in interdepartmental working committees or working groups convened to formulate, discuss, resolve and finalize inter-departmental agreements, plans, programs and strategies (i.e. Annual Strategic Acquisition Plan sponsored by MOT, ONO, SSC and DIST; Canadian Supply Development Plan sponsored by DIST; Atlantic Opportunities Program sponsored by DIST and SSC;
- reviewing on-going policy negotiations and developments (e.g. taxation policy negotiations), assessing the need for taking action and/or initiating senior management intervention to ensure achievement of departmental objectives;

% of Time

- directing and/or assisting in the preparation of, and presenting written or oral briefings, position papers and memoranda, evaluating the impact of government policy on field operations and programs, to the Director, the Chief of Supply, and the ADM; and
 - providing support to senior departmental officials for discussions and negotiations affecting supply policy development and resource allocation at intra- or inter-departmental meetings.
3. Prepares, organizes and synthesizes policy advice and counsel for the Chief of Supply and the ADM in their capacity as the government's primary spokespersons on Canada's defence supply procurement priorities by: 20
- coordinating the preparation of briefing notes for the ADM and the Chief of Supply;
 - preparing written advice or speeches on defence procurement issues for participation in Cabinet committees;
 - negotiating with officials of the Privy Council Office to ensure the Branch's effective participation in Cabinet agenda items;
 - negotiating with officials of Treasury Board to ensure the Branch's effective participation in Treasury Board agenda items;
 - developing strategic overviews of the Supply Branch responsibilities for defence procurement (including the effective expenditure of over \$4 billion) so as to meet both departmental and other government objectives;
 - coordinating the preparation of replies to Ministerial enquiries including questions in the House;
 - reviewing, analyzing and preparing comments on various Cabinet documents that come through the Cabinet Committee on Economic and Regional Development; and
 - briefing senior management on procurement policy through courses and seminars.
4. Develops and negotiates acceptance of the department's position on procurement matters in international agreements/arrangements (e.g. GATT, NATO, USA-Canada Memoranda of Understanding concerning defence procurement issues) to ensure departmental policy concerns/objectives are reflected in such agreements and vice-versa by: 10
- conducting policy negotiations and discussions with Canadian and allied government officials on issues impacting on departmental procurement policies, planning and objectives;
 - monitoring, through close liaison with External Affairs, international agreements and proposals to assess their impact on departmental policy;
 - conducting/directing the analysis of proposals and preparing recommendations concerning procurement strategies for consideration by a NATO Acquisition Group and other bodies;

% of Time

- advising Departmental personnel on the impact of procedures resulting from international agreements; and
- initiating and coordinating departmental policies, positions and responses to international agreements (e.g. GATT).

5. Supervises a staff of two procurement policy analysts by: 5

- setting objectives, establishing goals, determining priorities and assigning workload;
- providing guidance and information in the resolution of policy problems/conflicts (particularly between the department and other departments such as SSC);
- monitoring performance, preparing performance appraisals, recommending training and development, taking disciplinary and staffing action.

6. Performs other duties such as: 5

- preparing special reports, memoranda and briefing material on a variety of procurement related issues at the request of senior officials of own or other departments, industry groups and others;
- ensuring the provision of an advisory service on procurement matters to provide timely, effective response to queries.

SpecificationsDegree/
PointsKnowledge

7/300

The work requires a thorough knowledge and understanding of both the theory and practices pertaining to procurement policies, systems, regulations and procedures of the Canadian Federal Government and in particular of Supply and Services Canada. A thorough knowledge and understanding is also required of the duties, roles, responsibilities and interrelationships of the department, SSC, DIST, DEA, Revenue Canada, Finance and the Treasury Board as well as legislation (domestic and foreign) that bears on materiel and supply in general and on Defence procurement and related matters in particular. The work requires an in-depth knowledge of: Canadian and Foreign Government rules, directives, orders, policies and procedures pertaining to military procurement to ensure compliance with international agreements and arrangement; industrial benefits; intellectual properties; tax and duties; Defence funding of research and development; and the use of procurement for defence objectives and other economic goals. There is also a requirement for knowledge of evaluation and analytical processes, in leading to the development of changes, modifications and innovations in policies and strategies and in proposing and gaining acceptance among disparate interests and groups, using coordinative and other well established techniques and procedures.

Degree/
PointsDecision Making

C3/250

The work requires decisions on the interpretation of government (national and international) procurement policies and directives and the application of government industrial development, taxation and regional development programs to defence procurement and vice-versa. The work involves developing and formulating recommendations concerning agreements for the implementation of Defence procurement policies, strategies, positions and programs. The sensitivity of policy documentation, involving complex intra departmental OPs and interactive agreements and arrangements with foreign organizations is significant and decisions must consider the impact on all organizations, not just the department. There is a requirement to make policy decisions/recommendations which will effectively commit the department to a particular course of action and have a major influence on departmental programs and the ability to meet government objectives and departmental requirements effectively. A significant degree of judgement is required to take advantage of opportunities in a time-sensitive environment and to avoid unnecessary costs due to taxation, customs duties and sourcing premiums. Government and Departmental regulations and directives provide only general guidance. It is frequently necessary to determine the position to be taken on issues of interdepartmental or international concern, particularly those of a sensitive nature, without recourse to superiors. The proposal of new procurement policies and related strategies influences senior management decisions governing approximately \$4.3 billion in expenditures annually. Recommendations are made to the Director and in some instances policy advice and guidance are provided directly to the Chief of Supply and/or the ADM.

Contacts

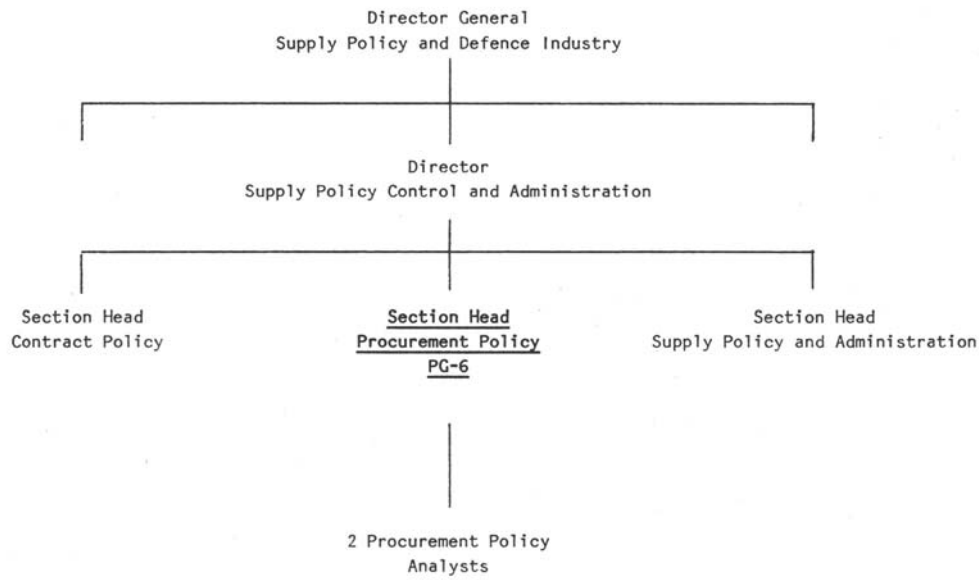
C3/150

The work requires contact as the departmental representative on international working groups with senior managers of foreign governments and agencies (NATO and Foreign Armed Forces) for the purpose of negotiating agreements and memoranda of understanding concerning defence procurement issues.

Managerial Responsibility

B/40

The work requires planning, organizing and evaluating the work of two policy analysts responsible for the analysis, development and presentation of departmental positions on interdepartmental procurement policy, program and process issues. Responsibilities also include setting goals, allocating and readjusting workload, establishing priorities, providing advice and training and appraising performance.



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 24

Level: 6

Descriptive Title: Assistant Director,
Materiel Management

Point Rating: 741

Summary

Reporting to the Director, Administrative Services, directs the development of departmental plans, policies, systems and procedures; plans and directs the provision of materiel management support to a department of approximately 5000 employees engaged in a wide variety of scientific, engineering and technical programs; conducts a continuing review of all aspects of the Department's materiel management operations; provides information and advice on materiel management matters to departmental managers, manages a division comprised of approximately 60 employees; develops and implements departmental materiel management staff training and development activities; and performs other duties.

Duties% of Time

- | | |
|--|-----------|
| <p>1. Develops and implements plans, policies, systems and procedures to provide for effective materiel management services in the Department by:</p> <ul style="list-style-type: none"> • analyzing, evaluating and interpreting new policy and procedural directives and guidelines issued by central agencies and forecasting their impact on departmental materiel management services; • formulating, or directing the formulation of, materiel management operating policies, directives, systems and procedures for promulgation under the authority of the incumbent, the Director, the Assistant Deputy Minister or the Deputy Minister as appropriate; • recommending to senior management the adoption of departmental policy positions and operational plans for implementing materiel management services; • conferring with officers in TBS to discuss matters related to TBS policy directives and guidelines, their interpretation and application within the Department and to resolve contentious areas; and • representing the Department on interdepartmental committees, study groups, task forces, etc., established by central agencies to discuss materiel management policy and procedural matters having service-wide implications. | <p>15</p> |
| <p>2. Plans and directs the provision of materiel management support to a department engaged in a wide variety of scientific, engineering and technical programs in accordance with federal government materiel management policies and regulations by:</p> <ul style="list-style-type: none"> • discussing departmental programs with senior officials of the department to determine the anticipated requirements for materiel and related services, forecast workload by region, and identify priorities and timings; | <p>35</p> |

% of Time

- representing the Department in discussions with officers of SSC to ensure the effective implementation of the departmental procurement service of approximately \$175 million and maintaining a continuing liaison on policy matters related to purchasing, supply and cost recovery;
- conducting negotiations with contractors and other departmental representatives to ensure that the department secures satisfactory contract performance and maximum value for expenditures;
- meeting with representatives of suppliers to reach agreement on local and emergency purchase arrangements and with traffic agents of common carriers to discuss developments in shipping and reach agreement on rate structures;
- directing the coordination of Northern Logistics services including the procurement of materiel and services and the coordination of an annual sea lift;
- directing the development and operation of a materiel-in-use records system to ensure that materiel assets of \$150 million (approximately 12,000 line items) are controlled and verified and that losses are reported and investigated promptly;
- ensuring that materiel-in-use is identified in accordance with NATO cataloguing system;
- instituting and monitoring departmental systems and procedures for the procurement, preventative maintenance, servicing, repair and overhaul of vehicles and equipment and the trade-in or disposal of obsolete or surplus equipment in accordance with central agency policies;
- instituting and maintaining a review system of requisitions for materiel and services;
- planning and directing the provision of technical field support services through two supply and maintenance depot locations involving approximately 2500 items with a value of about \$9 million to approximately 400 field parties carrying out research, investigations, etc., anywhere in Canada;
- approving the purchase of emergency supplies and of goods and services from standing offer agreements;
- consulting with SSC officers and senior managers concerning the location of suitable suppliers, the procurement of unique equipment, the assessment of tenders, the development of standing offer agreements, and the coordination of regional and field supply operations to achieve effective procurement;
- developing and monitoring a departmental program of post-delivery inspections and materiel-in-use verifications; and
- preparing regular and special reports and annual financial budgets.

3. Conducts a continuing review of all aspects of the department's materiel management operations to ensure adherence to established systems and regulations and to maintain economical and responsive materiel management support by: 20
 - monitoring the compatibility of existing systems and procedures with the department's evolving needs;
 - reviewing departmental commodity requirements in relation to initial and reorder stock levels, optimum order cycles, delivery schedules and other provisioning matters to ensure economical logistic support and the reduction of back orders and deficiencies;
 - assessing such factors as processing costs, transportation charges and delivery time to develop more economical supply methods;
 - assessing the adequacy and appropriateness of standing offers;
 - assessing technological developments, new equipment and evolving methodology to determine their possible application to departmental operations;
 - conducting, in conjunction with officials of the Auditor General and departmental Internal Audit group, regular functional audits of facilities, records, systems and practices;
 - determining through committees, activity and audit reports, etc., the effectiveness of materiel management support and taking remedial action as necessary;
 - recommending materiel management organizational changes, annual budgets and resource requirements.

4. Provides information and advice to departmental managers on all aspects of materiel management by: 10
 - interpreting central agency directives and explaining their effect on the conduct of departmental operations;
 - initiating discussions to explore effective ways of taking advantage of technological developments; and
 - conferring with regional staff to develop improved regional supply methods and with project managers to develop mutually acceptable supply systems and resolve supply problems.

5. Manages a division of approximately 60 employees in a headquarters unit and two regional distribution points by setting objectives, establishing goals, determining priorities, assigning workloads, providing guidance and information in the resolution of difficult and unusual problems, controlling the Division's budget, monitoring performance, appraising section heads, reviewing their appraisals of subordinates, organizing training and development and recommending promotion, transfer or disciplinary action and participating in selection boards. 10

6. Plans, develops and organizes coordinated materiel management staff training and development activities for headquarters and regional employees engaged in supply Operations by: 5

% of Time

- assessing departmental materiel management staff requirements and capabilities, performance and career opportunities to develop appropriate training activities and plan staff development and training assignments;
- reviewing and assessing departmental, PSC and private sector courses in terms of their adequacy and appropriateness for departmental employees; and
- participating with departmental management in the development and implementation of training activities.

7. Performs other duties, such as: providing statistical and narrative input for the department's operational plans; and preparing replies to ministerial inquiries, ad hoc reports on special projects, and division activity reports.

5

Specifications

Degree/
Points

Knowledge

6/260

The work requires a thorough knowledge of federal government policies, regulations and procedures governing all aspects of materiel management including supply planning, determination of requirements, purchasing, ordering cycles, contracting, warehousing, material handling, distribution systems and transportation, customs and disposal, and their application to the provision of materiel support to a decentralized department. It requires a good knowledge of departmental organization and of the administrative and financial systems used and an understanding and appreciation of the role of SSC in the areas of purchasing and supply. Work also requires a knowledge of sources of supply and specifications for a wide variety of scientific equipment and services as well as of technological developments in the industry. It is also necessary to maintain a current knowledge of Arctic logistics and supply systems.

Decision Making

C3/250

The work requires decisions in all aspects of materiel support to the programs of the Department including developing and implementing new systems and procedures concerning decentralized inventory control; evaluating equipment and products for possible introduction into the supply system; deciding warehouse locations, layouts, equipment, stock levels, distribution methods and fire, safety and security arrangements; exercising full delegated authority for contracts of goods and services up to the limits specified by the Government Contract Regulations; resolving a wide range of complex operational problems; and evaluating system performance. Central agency directives provide guidance but daily operational decisions as the senior materiel management officer in the department require adjustment of support plans and activities to meet changing demands. Recommendations are made to the Director, Administrative Services to approve departmental materiel management policies, systems and procedures, to write off equipment, to approve purchases exceeding authority and to institute major organizational changes and operating budgets. Decisions and recommendations have a significant effect on the ability of the Department to execute its operational programs in a timely and efficient manner and on the management of its materiel resources. Departmental procurement represents an annual value of approximately \$175 million and departmental materiel assets are worth more than \$150 million.

Degree/
PointsContacts

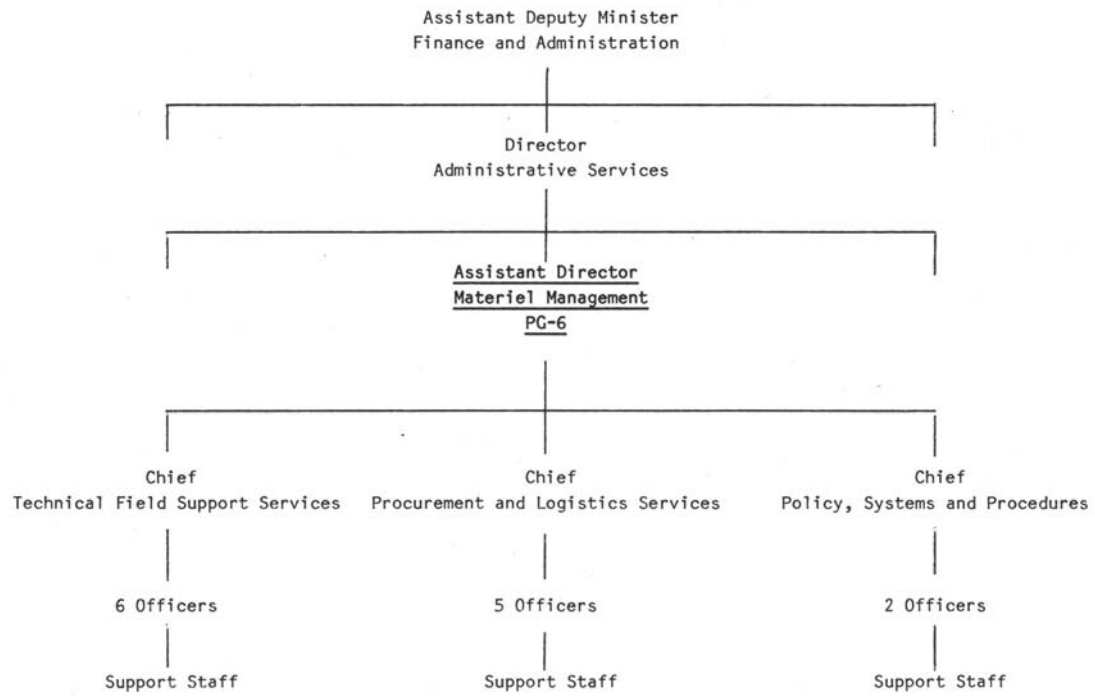
The work requires contacts with senior officials of other departments as the departmental representative responsible for conducting consultations on materiel management policy matters as well as for the negotiations concerning all aspects of technical supply and field support for a wide array of scientific field parties throughout Canada including remote areas.

C2 / 131

Managerial Responsibility

The work requires planning, directing and controlling the resources of the Materiel Management Division (approximately 60 employees) through three section Chiefs. There is a requirement to coordinate the work of the Technical Field Support Services Section (responsible for Warehousing, Maintenance and Quality Assurance and Materiel Distribution), the Procurement and Logistics Services Section (responsible for Procurement and Logistics, Support Services and the Vehicle Fleet), and the Policy, Systems and Procedures Section. Responsibilities also include determining future human, financial and materiel requirements, setting objectives, establishing goals, determining priorities, assigning workloads, monitoring and appraising performance, organizing training and development, controlling the budget and providing guidance in all areas of departmental materiel management.

D / 100



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 25

Level: 6

Descriptive Title: Chief, Planning Control and Administration,
Canadian Patrol Frigate Project

Point Rating: 770

Summary

Reporting to the Deputy Director, Prime Contract Administration, directs procurement activities related to all aspects of project management and control, management, finance and industrial benefits; manages all contracting activities and administers contracts in the areas of finance, management and industrial benefits; plans and directs total project planning and control activities; directs the implementation of effective systems and approaches to control SSC internal activities in the Project Office; directs Project Office activities; supervises and directs staff; and performs other duties.

Duties% of Time

- | | | |
|----|---|----|
| 1. | Directs procurement activities related to all aspects of the project requirement in the areas of Project Planning and Control, Management, Finance and Industrial Benefits by: | 20 |
| | <ul style="list-style-type: none"> • identifying Government and Procurement Policy constraints including schedule constraints within Government and within Industry; • assessing risk areas related to Management, Schedule, Finance and Industrial Benefits; identifying, categorizing and quantifying risks in these areas that are, or might be, associated with the Project; • determining the most efficient and cost effective way of achieving life cycle program objectives through the contracting process; • developing and maintaining effective working relationships with officials of DND, DRIE, provincial governments, other federal departments, government and the industry; and • providing special contractual guidance to DND, DRIE and Treasury Board to assure realization of the Project objectives. | |
| 2. | Manages contracting activities related to all aspects of the project requirement in the areas of Project Planning and Control, Management, Finance and Industrial Benefits by: | 20 |
| | <ul style="list-style-type: none"> • defining and monitoring Contract Requirements in areas such as Cost Schedule Control System (C/SCS), Project Management, Configuration Management, Subcontract Management, Master Schedule Management, Data Management, Material Management, Implementation Contract Work Breakdown Structure (ICWBS) Management and Risk Management; • preparing and monitoring plans for Management, Cost Schedule; and • assisting DRIE in monitoring Industrial Benefits. | |

	<u>% of Time</u>
<p>3. Administers project contracts related to all aspects of the project requirement in the areas of Project Planning and Control, Management, Finance and Industrial Benefits by:</p> <ul style="list-style-type: none">• ensuring that the work is accomplished in accordance with the cost, schedule and performance requirements of the contract;• negotiating amendments and approving subcontracts, as required, related to areas of responsibility and making recommendations to the Deputy Director where such changes are beyond the authority of the position;• ensuring the payment claims for the work performed are substantiated and conform to contract terms and conditions and the contractor is not in an overpaid position;• negotiating interim overhead billing rates with the Prime Contractor and Class 1 subcontractors;• negotiating terms and conditions of contracts, evaluating propositions from contractor;• negotiating schedules, work around plans to get back on schedule with officials of industry involved in contracting;• participating in meetings with officials of industry (contractor and sub-contractors) to ensure terms and conditions are adhered to;• administering the Advance Payments, foreign exchange, federal sales tax, economic price adjustments, custom duties, incentives and penalties; and• tasking the Audit Service Bureau (ASB) to conduct financial audits of Prime Contractor and subcontractors.	15
<p>4. Plans and directs project planning and control activities in support of the client department to ensure that the Project is carried out within the confines of Project Management principles and charter by:</p> <ul style="list-style-type: none">• identifying changes to the Organizational Arrangements necessary to meet the requirements of the Project;• monitoring the detailed plans involved in Project execution;• ensuring that Project Office plans are compatible with the plans of the Contractor, DND and DRIE;• directing and coordinating the preparation of formal periodic reports to provide senior management with a clear and concise status of the Project;• preparing and presenting formal briefings on Project status; and• providing SSC coordinated input to DND Project documents and reports.	10
<p>5. Directs the implementation of effective systems and approaches to control SSC internal activities in the Project Office by:</p>	10

% of Time

- establishing standard operating procedures for procurement activities such as contract change proposals, review of contract deliverables, approval of subcontracts and processing of claims, etc.;
 - establishing appropriate systems for the orderly receipt, distribution and status accounting of all correspondence and deliverables;
 - developing and directing the use of advanced management techniques for project activity analysis, organization and administrative planning (such as a decision analysis, computer based development and other quantitative techniques);
 - directing the planning and implementation of all computer based Management Information Systems for the Project Office; and
 - implementing the revisions to systems and procedures as necessary in response to policy changes, re-arrangement of responsibilities, re-allocation of project funding and changes in schedule.
6. Directs Project Office activities related to revenue dependency, budgets, business volume forecasts and provision of personnel, financial and general administration services to the CPF Project Office by: 15
- determining, in conjunction with branch costing personnel, major line objects of expenditures and negotiating annual revenue dependency budget with DND;
 - preparing business volume and budget forecasts for the current year, the new year and subsequent fiscal years as required;
 - developing and maintaining financial reports on budget expenditures including overtime, travel, removals, professional services and other discretionary expenditures under the control of the Deputy Director;
 - coordinating the preparation of various briefing packages such as briefings to the Minister, Departmental Management Committee (DMC) and Senior Review Board (SRB);
 - preparing responses to the Ministerial Enquiries and updating Minister's briefing book and anticipated request cards; and
 - providing inputs to branch planning elements such as Business Plans, Multiyear Operations Plans (MYOP), Long Range Information Processing Plan (LRIPP), Information Technology and Systems Plan (ITSP), Information Processing Product Strategy (IPPS), and 5 year Asset Management Plan.
7. Supervises and directs a staff of three supervisors and associated officers and support staff by: 5
- assigning responsibility for all tasks and subprojects to be performed;
 - developing standards to ensure effective performance by efficient utilization of human and material resources;

% of Time

- communicating goals, objectives and policy to subordinates and monitoring progress to ensure they are adhered to;
- organizing on-the-job instruction and training and arranging for participation in departmental training courses;
- conducting performance reviews and providing counsel and guidance as required; and
- managing all other personnel and staffing activities for staff.

8. Performs other duties such as: providing advice and guidance to other Major Crown Projects; and participating as a resource person in departmental training seminars.

5

Specifications

Degree/
Points

Knowledge

The work requires a thorough knowledge of policies, regulations, practices and procedures governing the government procurement process, especially with regard to capital equipment acquisition. A broad knowledge of the practical application of project management principles, methods and practices in major procurement is also required along with detailed knowledge of practices and procedures of the management of high cost, technically complex, engineering procurement projects. In addition, it is necessary to have knowledge of negotiation techniques, contract administration, accounting and cost analysis methods, reporting and information systems and socio-economic programs. Specialized knowledge of cost, schedule, documentation and configuration control systems is also required.

7/300

Decision Making

The work requires making decisions in the interpretation of government procurement policies and directives, in resolving problems at industry briefings, in discussions concerning industrial benefits with departments having socio-economic programs and in providing expert contractual advice and guidance to customer departments. Decisions and recommendations are made in planning and implementing project changes, and in establishing new objectives to meet changing conditions or changes in the customer's requirement. Decisions are also required in evaluating proposals, in assessing project management systems for planning, cost and schedule control, documentation change control and progress reporting. The design and direction of these systems rest with this position. Decisions and recommendations are performed in planning, coordinating and negotiating major contracts of significant size, risk, sensitivity, political consequences, or complexity. The position has delegated contract approval authority up to \$400,000 competitive tender, \$200,000 negotiated and \$80,000 aggregate amendments. Decisions and effective recommendations have a major effect on the progress of the Canadian Patrol Frigate (CFP) project amounting to approximately \$6.2 billion in contracting and \$6.4 billion in industrial benefits. Decisions and recommendations also affect the quality, cost and delivery of products and services contracted for the CFP project and the project's performance vis-à-vis changing costs and technology. Recommendations are made to a Deputy Director.

C3/250

Degree/
PointsContacts

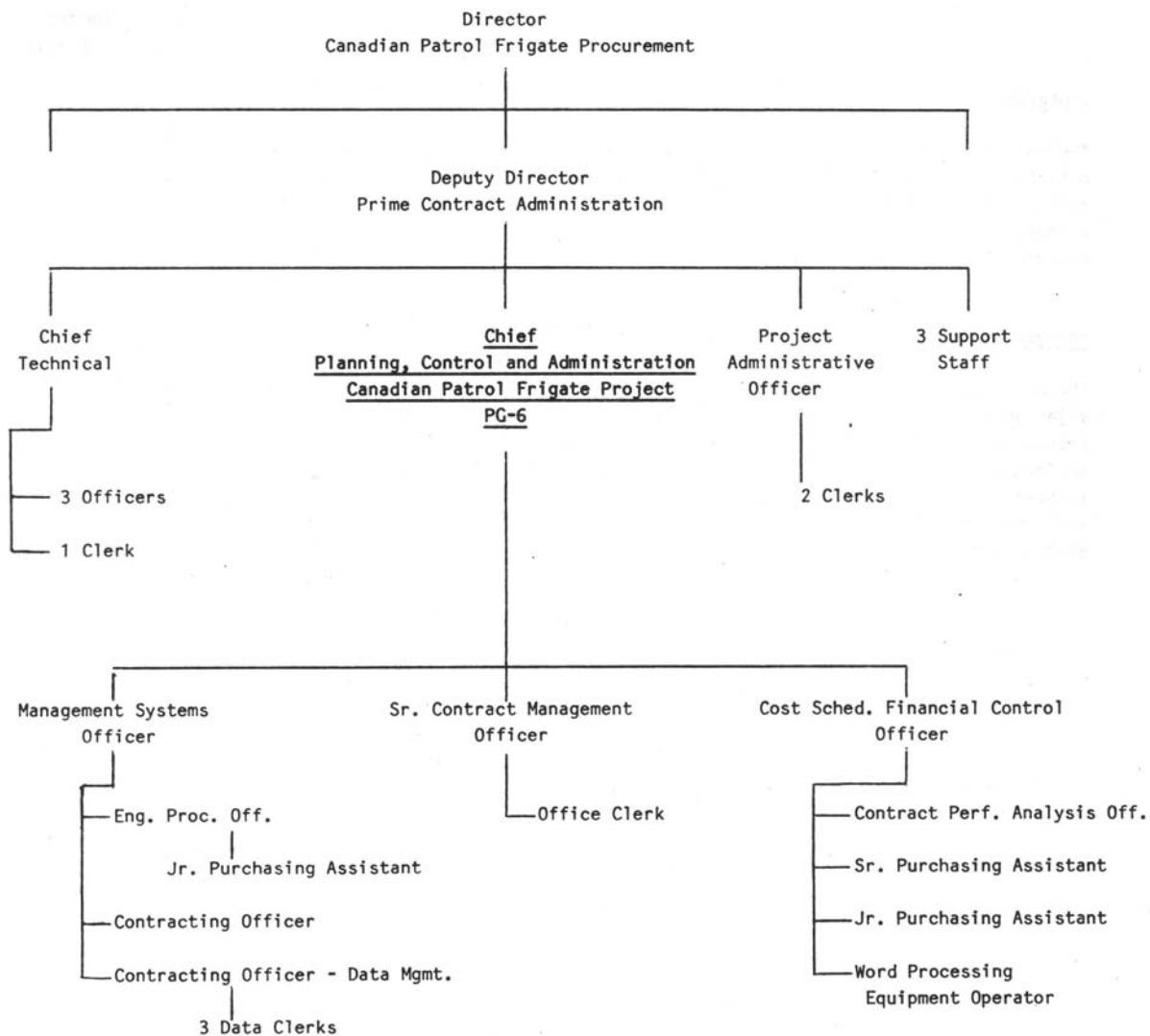
The work requires contacts as a representative of the department in meetings with senior officials of large commercial organizations and other government departments to resolve problems with respect to approaches, contract prices, terms and conditions, socio economic considerations and program support. Regular contacts are maintained with senior company officials for the purpose of contract negotiations and contract management.

C3/150

Managerial Responsibility

The work requires a significant involvement in the planning of the work schedule for a major procurement project and directing and controlling human, material and financial resources through 3 subordinate supervisors. Responsibilities include the development of performance standards, the establishment of operating systems and procedures, the allocation of resources and the management of personnel activities. This position is also the control point for most of the disbursement of funds associated with this \$6.2 billion project.

C/70



BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 26

Level: 6

Descriptive Title: Section Chief,
Aerospace, Marine and Electronics Systems Directorate

Point Rating: 770

Summary

Reporting to the Manager of the Aircraft Products Support Group, plans and directs the operations of an engineering procurement section in contracting for the procurement of engineering and ROM (repair, overhaul and maintenance) services for a variety of aircraft and helicopters on behalf of Canadian and foreign government departments and agencies; establishes and maintains effective working relationships with customer departments, commercial organizations and industrial associations; supervises a staff of 13; and performs other related duties.

Duties% of Time

- | | | |
|----|---|----|
| 1. | Plans and directs the activities of an engineering procurement section in contracting for the procurement of engineering services, such as Aircraft Structural Life Extensions, Aircraft Structural Integrity Program and ROM services for fighter recon naissance training, maritime and heavy transport aircraft, as well as helicopters, on behalf of Canadian and foreign government departments and agencies at least total cost consistent with government policies and departmental regulations by: | 65 |
| | <ul style="list-style-type: none"> • reviewing departmental procurement policy, directives, instructions and manuals to provide staff with accurate interpretations, advice and guidance; • examining customer department forecast requirements and desired delivery dates to determine projected workload; • assessing projected workloads, quantity and quality of resources and sectional goals and priorities to make the most effective use of human and financial resources in allocating and scheduling work; • examining methods and procedures to develop, test and institute improvements for more effective performance and controls; • developing statistical, costing and systems performance data related to the items procured; • overseeing the continuing review and updating of prices, trends, source lists and facility evaluations for the assigned industrial sector; • examining customer department requirements for acceptability and assigning them to procurement cells for action; • monitoring invitations to tender and requests for proposals to ensure adherence to departmental practices; | |

% of Time

- assessing tabulations of competitive tenders when acceptance of bids other than the lowest has been recommended;
 - reviewing staff-developed sole source procurement data to ensure fair recommended prices based on realistic costs computed in accordance with accepted practice;
 - analyzing and approving negotiation plans and support documents, providing advice and assistance to the engineering procurement officer (EPO) when required;
 - acting as team leader in the negotiation of difficult procurements;
 - overseeing major high-value procurements having unusual elements of risk in meeting technical, cost or delivery requirements;
 - reviewing recommendations pertaining to contractor performance, requests for capital assistance, tooling or test equipment requirements, accountable advance inventories and other contractor assistance to ensure contract awards are in the Crown's best interest;
 - writing reports, correspondence or other documentation for signature by self or superiors; and
 - approving single source and competitive tender contracts and contract amendments within delegated signing authority.
2. Establishes and maintains effective working relationships with customer departments, industrial associations and commercial organizations in the assigned industrial sector by:
- 10
- convening and chairing meetings with customer departments and agencies to identify unspecified customer needs such as licensing, royalties, testing and environmental conditions, to develop improved methods; and to resolve technical, financial or contractual problems;
 - providing interpretation, advice and guidance to customer departments and agencies on such procurement matters as departmental procurement policies and procedures and the contribution of federal purchasing of industrial trade and regional development.
 - providing interpretations, guidance and instructions to commercial organizations on such matters as technical, financial and program scheduling, departmental procurement policy and socio-economic programs and initiatives, applicability of federal duties and taxes to items purchased;
 - participating in industry briefings to provide industrial associations and organizations in the assigned sector with changes and developments in government procurement policies and techniques and to review anticipated government procurement requirements on a yearly basis;
 - conferring with program departments to review export and industrial problems associated with the assigned sector; and

% of Time

- promoting export opportunities for Canadian industry in the marketing of engineering products to foreign markets through the Canadian Commercial Corporation (CCC).
- 3. Supervises a staff of 13 by determining workload, assigning work, establishing priorities, providing guidance, monitoring and evaluating performance. 20
- 4. Performs other duties such as: 5
 - preparing information for the Minister's or Deputy Minister's office in response to inquiries;
 - preparing papers for publication or presentation;
 - participating, when required, in departmental procurement seminars, task forces and special management or research tasks and as a resource person in training sessions; and
 - participating, when required, as a member of departmental selection and appraisal boards and classification committees.

Specifications

Degree/
Points

Knowledge

7/300

The work requires a thorough knowledge and understanding of Canadian (including CCC) and foreign government procurement policies, systems, regulations and procedures, especially in areas where policy is not clearly defined; of government organization; and of the various industrial assistance programs applicable to the assigned industrial sector such as the Defence Industry Productivity Improvement Program (DIP). It requires a good knowledge of the section's production supply sources both Canadian and foreign, industrial capability, manufacturing methods, materials, processes, duties, taxes, pricing systems and supply methods, and a broad knowledge of such matters in the division's industrial field. Work also requires a good knowledge of project and materiel management principles and practices; life cycle costing; cost analysis, cost accounting, and cost recovery methods, negotiation skills and techniques, and modern administrative practices. This knowledge is required in assessing program requirements and planning, negotiating and administering major, complex, unique or sensitive engineering contracts for Canadian and foreign government departments; in assessing industrial production capabilities and potential; in costing production processes; in applying policies and directives and resolving contractual problems.

Decision Making

C3/250

The work requires decisions in directing the section's activities, interpreting government procurement policies and directives, assessing industrial capabilities and potential, providing expert advice and guidance to customer agencies, and in planning, negotiating and administering contracts of significant size, complexity, risk, sensitivity or political involvement. Decisions, particularly those involving major projects such as the negotiation of the establishment of contractor wartime support to European

base CF-18 aircraft and the support of the C130 transport aircraft at an annual cost of \$25 million, require significant initiative, discretion and judgement in areas where no precedents exist and decisions are made in accordance with the intent of the customer department's programs. The incumbent has delegated authority to approve competitively tendered contracts up to \$200,000, negotiated contracts up to \$100,000, and aggregate contract amendments up to \$40,000. Recommendations are made to the Group Manager for approval of contracts exceeding delegated authority.

Decisions and effective recommendations significantly affect the product centre's cost recovery situation and its ability to achieve objectives. The annual value of contracts issued is in the order of \$170 million with \$350 million in contracts in process at any one time. These contracts are for major, sensitive and high impact engineering products purchased for Canadian and foreign government departments. Decisions also affect the ability of the customer departments to conduct essential programs for the safety and security of Canadian citizens, and the continued economic health and stability of the assigned industrial sector and, through trade-off benefits, of other sectors.

Contacts

The work requires contacts as the departmental representative with Presidents and Vice Presidents of Canadian and foreign commercial organizations to negotiate and resolve problems associated with major, politically-sensitive or high risk contracts.

C3/150

Managerial Responsibility

The work requires the direction of the operations of the Airframe and Accessories Section (13 PY) through four Senior Engineering Procurement Officers along with the direct supervision of 2 Engineering Procurement Officers. There is a requirement to assess projected workloads, resource requirements and section priorities in allocating and scheduling work; to provide staff with advice and guidance; to modify methods and procedures; and to monitor and evaluate performance.

C/70

