



Job Specification

Position Title: AREA TEAM MANAGER
Job Code: MCP - General Administration AM-21, AGA21
Job ID: 14973

Purpose of Position:

To lead, direct and manage a team of professional staff engaged in promoting, supporting and facilitating the development and delivery of diverse economic development programs, strategies, policies, services and project analysis on behalf of the government, involving partnership agreements with other ministries, agencies, levels of government and private industry, and to develop, monitor and administer large-scale funding agreements to improve northern communities within an assigned geographic area as well as all of Northern Ontario. To provide leadership and management expertise in one of the following designated economic sectors: natural resources, tourism, mining, aboriginal economic development, agriculture and rural development, business and industry, community development and health/social. To lead and manage area team activities that influence the development of government policy/programming in other ministries and capital planning decisions, in order to promote sustained economic growth and productivity in Northern Ontario.

Duties/Responsibilities:

Within the ministry's Regional Economic Development Branch responsible for identifying, developing and supporting economic development initiatives in the North through six integrated area teams, and a coordination and analysis unit, the position:

1. Leads, manages and provides direction to Northern Development Advisors and Northern Development Officers within a designated geographic area (staff frequently located off-site at field offices). Makes decisions on recruitment and selection of professional staff, and merit increases. Conducts performance reviews. Nominates staff for succession planning. Ensures optimal training services for staff. Recommends on discipline and release from employment. Leads performance management, develops annual work targets, operational planning and employee performance evaluation. Responds to grievances and ensures compliance with all relevant workplace legislation.
2. Directs skilled staff in the provision of quality, professional, client/community-focussed program delivery and support. Assesses and interprets data, feasibility analyses, options, agreements and business development strategies recommended by staff. Signs off on Northern Ontario Heritage Fund Corporation funding evaluation files (prepared by staff) prior to review by the NOHFC Board, with delegated authority up to \$5M. Initiates the preparation of cabinet submissions for amounts exceeding \$5M. Manages multi million dollar cash flow on approved programs and projects. Ensures financial accountability of payments.
3. Develops linkages and manages partnerships to influence economic development in Northern Ontario e.g. partnerships with local/federal/provincial government, private sector stakeholders. Develops, monitors and implements area-wide strategies for the delivery of the government economic development programs and services. Evaluates team progress in meeting performance objectives. Leads strategic approaches to mitigate economic down-turns in communities. Develops options for senior management on strategic and short/long term planning initiatives.
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4. Leads and manages program development and delivery involving a myriad of requests, programs and services involving 12 different client ministries and agencies. Negotiates substantial funding/partnership agreements regarding economic development priorities, issues and plans, to improve Northern Ontario e.g. negotiates funding from municipal/provincial/ federal and private sector sources.
5. Provides leadership in the development of economic development action plans and contingency planning (e.g. work disruptions in labour disputes). Supports client ministry objectives while representing MNDM interests. Sets up local advisory boards. Acts as a key liaison between the Northern Ontario Heritage Fund and community partners. Leads the development of recommendations to the community and the Northern Ontario Heritage Fund Corporation.
6. Provides leadership and advisory services in one of the following designated economic sectors: natural resources, tourism, mining, aboriginal economic development, agriculture and rural development,

business and industry, community development and health/social, to clients and ministry management on strategies for economic development and resolution of issues. Identifies partnership opportunities, advises on resolution conflicts and the economic viability of projects.

7. Provides key advisory and consultative services to public and private sector partners with respect to business and regional economic development projects, community development issues. Communicates the ministry's position to elected officials, client groups, other government agencies.

8. Alerts the Director and other senior management of potential politically-sensitive situations. Provides advisory services/expertise to executive management with respect to specific high profile economic development projects and/or sector issues. Prepares, edits and approves briefing notes on politically sensitive, contentious or complex issues, in response to requests from the Minister, Ministers staff, Deputy Minister, Cabinet Office (or the Premier's Office as required), as well as to senior management, Deputy Ministers and ADMs in other ministries. Writes, edits and approves issues notes, Q&As, community profiles, policy reports, and other requested information for executive management.

9. Implements standards of performance to promote a high level of client satisfaction, to ensure that the northern perspective is addressed, and to assess program delivery effectiveness. Develops and recommends new/revised economic development programs and policies, and provides input into the policy and capital planning decisions of other ministries. Provides input into legislation.

10. Leads, facilitates, supports and works with stakeholders on economic development initiatives by conducting workshops, preparing educational materials, seminars on business planning, program guidelines, leadership, organization development, volunteer management and sectoral strategies. Ensures that area team recommendations reflect local and regional priorities.

11. Manages operational and program budgets including cost centres. Approves advances, expenses and payments from program and operational budgets. Compiles information and prepares input in support of the corporate business planning process.

12. Represents the ministry at interministerial and intergovernmental meetings and conferences to raise awareness of MNDMs leadership role. Makes presentations to Senior Management Committees, the Minister and other executive staff as required.

Knowledge:

An in-depth understanding of economic theory and principles, business/economic analysis, and economic development strategy. Knowledge of the economic/business climate conditions and inherent complexity of the Northern Ontario economy in order to be sensitive to the needs and local issues of communities. Knowledge of MNDM policies, corporate focus, directives, guidelines and relevant legislation e.g. the Northern Development & Mines Act, the Northern Ontario Heritage Fund Act, the Northern Services Boards Act, to actively advance key economic development initiatives. Knowledge of Ontario's political structure, policy development/approval processes; thorough understanding of local, federal and relevant provincial legislation of numerous other ministries; and knowledge of the guidelines, policies and eligibility criteria of various funding associations such as the Northern Ontario Heritage Fund Corporation (NOHFC). Knowledge of major sector stakeholders/networks and sector concerns and issues, and knowledge of operations, capabilities and requirements of individual businesses within sectoral area of expertise, to provide specialized leadership and consultative services. Knowledge of strategic and operational planning processes, policy analysis, issues management, and quality service guidelines. Communication, presentation and interpersonal skills to provide advisory services to clients and ministry senior management on strategies for economic development and resolution of issues, to provide sophisticated committee input, to make authoritative presentations/proposals, and to liaise with executive management. Writing skills to prepare/edit reports and briefing material for the Minister/Deputy or ADMs Offices. Negotiating skills to promote stakeholder participation and negotiate large scale and complex funding agreements, and to alleviate public fears and concerns e.g. mill closures. Project management, leadership, managerial and organizational skills to manage highly trained professional staff frequently located off-site, and engaged in program activities of considerable diversity. Knowledge of financial management and budgetary policies and practices to administer operational and program budgets. Ability to work within a multi-task, deadline-driven, high pressure environment. Interpersonal skills and diplomacy to appropriately address politically sensitive issues. Analytical skills to deal with a myriad of unique situations, circumstances and emergencies, arising spontaneously in the day-to-day operation of the Area Team and within Northern Ontario. Knowledge of information technology and software such as Word, Outlook, Excel, to prepare database/written reports, spreadsheets, presentation packages and correspondence. Represents the ministry at interministerial and intergovernmental meetings and conferences to raise awareness of MNDMs leadership role. Makes presentations to Senior Management Committees, the Minister and other executive staff as required. Valid driver's license to visit satellite offices, attend meetings with clients/stakeholders.

Judgement:

The position is expected to perform tasks with self-direction and independence under the direction of the

Director, and within the framework of established policies, procedures, guidelines, approved partnership agreements, and legislation, including applicable legislation from other ministries. Judgement is required to function within a program of considerable complexity and diversity, where challenges exist in terms of the broad interactional scope of contacts e.g. client ministries and other stakeholders. Judgement is exercised to promote exemplary service delivery to clients for the functions managed, while at the same time promoting the focus, business strategy and direction of MNM. Decisions and recommendations made by the position directly contribute to the economic development of Northern Ontario.

Decision-making involves: signing off multi-million dollar evaluations prior to submission for NOHFC Board approval of funding (where recommendations made by the position are considered authoritative); preparing/editing briefing material to rigid deadlines, on politically sensitive or highly contentious issues that could conceivably result in serious embarrassment to the ministry or the government; simultaneously addressing unique issues/circumstances associated with the north, or spontaneous/escalating emergency situations (e.g. mill closures), and constantly competing priorities. Judgement is required to appreciate the ripple effect of economic decisions; to enlist cooperation and a "soft sell" approach to potentially unpopular decisions. Teamwork and commitment are key elements contributing to the success of this broad-based initiative, requiring the position to act as a catalyst and consensus builder in dealing with diverse views. The position fosters active participation/involvement/partnership; negotiates resolution between dissenting factors; recommends solutions and anticipates the implications of decisions on government, industry, the private sector and the community. Judgement is exercised to represent the government and communicate ministry position to elected officials, client ministries and agencies, community groups, councils, private sector business/industry and the public. Judgement and discretion are required in view of the high visibility of program delivery, where successes or failures would be clearly recognizable to the public and the media.

Accountability - Programs:

Scope of program delivery is potentially long-term with direct impact on the public, and other ministries and partners within Northern Ontario and designated geographic areas. The position leads, directs and manages a team of professional staff engaged in promoting, supporting and facilitating the development and delivery of diverse economic development programs, strategies, policies, services and project analysis on behalf of the government, involving partnership agreements with other ministries, agencies, levels of government and private industry. The position provides leadership and specialist expertise within a designated sector area. The position leads and manages team activities that influence the development of government policy/programming in other ministries and capital planning decisions, in order to promote sustained economic growth and productivity in Northern Ontario. The position contributes to policy/procedure development and analysis, and multi-year strategic planning. The position leads the development and implementation of pan-Northern initiatives as directed by senior management. The position may be responsible for supervising staff and managing issues on behalf of other branches (i.e. Site Manager).

Accountability - Personnel:

The position supervises an Administrative Assistant(s), Northern Development Advisors and Northern Development Officers. N.B. Staff are frequently located off-site in field offices.

Accountability - Finance & Material:

The position develops, estimates and manages an operating budget that includes field offices/cost centres. The position negotiates large-scale funding contracts; signs-off on evaluations (program/project funding) recommended by staff up to \$5M; assumes responsibility for negotiating, monitoring, administering and recommending payments for large-scale approved funding agreements and projects in northern communities. The position provides estimates on new core programs, and provides input into the business planning allocation process. The position can be responsible for funding approval and program management for new initiatives as well as ongoing programs (VAP, LSB, RBTDP, VAWPI, etc.).

Accountability - Impact of Errors:

Due to the broad operational scope of this position, there can be significant financial, political and program impacts on northern communities and MNMs ability to achieve overall objectives. Errors in judgement in the preparation or approval of briefing material could impact on the Ministers ability to effectively respond to volatile, contentious or politically sensitive issues arising at cabinet committee meetings and in the legislature, and could result in public/media/political criticism, loss of credibility to the ministry and negatively impact on economic development in Northern Ontario. Misguided decision-making or program mismanagement could result in missed opportunities or limited partnerships for improvements to economic development in Northern Ontario and potentially result in serious financial losses for the government. Failure to promote and incorporate partnerships in economic development and change initiatives could result in community discontent, frustration, unnecessary hardship/inconvenience, and negatively impact on job creation, public safety and quality of life for Northern Ontario residents.

Contact - Internal:

Position regularly exchanges information and discusses issues with the Director and the other Area Team Managers, as well as Managers, Directors and Regional Directors of other ministries and agencies (e.g. Natural Resources, Education, Environment, Transportation, Agriculture, Food & Rural Affairs, Native

Affairs, Tourism, Economic Development & Trade, Health & Long-Term Care, Municipal Affairs & Housing, Ontario Superbuild Corporation, etc.). Position is required to provide briefings to the Minister/Ministers Office, Premiers Office, Deputy Minister and ADM, as well as to senior management, Deputy Ministers and ADMs in other ministries. Position maintains regular contact with the General Manager of Northern Ontario Heritage Fund Corporation to discuss funding issues. Position exchanges information with ministry staff in the program areas of Finance, Human Resources, Legal, Communications and Corporate Policy. Position regularly participates on MNDM and interministerial committees.

Contact - External:

Position negotiates partnerships/agreements, discusses issues/funding or exchanges information with a broad range of external contacts. Examples include: stakeholders, local governments, regional associations, local services boards, advocacy groups, federal government departments, hospital/community CAOs, municipality associations, Chambers of Commerce, mayors, reeves, unorganized townships, labour groups, private sector business/industry presidents, VPs of mills, presidents of northern colleges, chairs/presidents of boards, the media on occasion, federal and provincial MPs, lobby groups and the public.