
POSITION DESCRIPTION

POSITION TITLE: Director General, Conservation and Protection

BRANCH: Fisheries & Aquaculture Management

DEPARTMENT: Fisheries and Oceans

POSITION NUMBER: 4825

LOCATION: Ottawa, Ontario

General Accountability

Is accountable for the development, application and assessment of national policies and programs to encourage and verify compliance with legislation, regulations, policies and management plan provisions to ensure the conservation, protection, and sustained economic utilization of Canada's fishery resources, their habitats and oceans environment.

Organization Structure

This is one of six senior positions reporting to the ADM, Fisheries and Aquaculture Management. The others are the Executive Director, Aquaculture Management Directorate; the DG, International Affairs; the DG, Program Planning and Coordination; the DG, Resource Management; and the DG, Aboriginal Policy and Governance.

The specific functions of the positions reporting to the Director General, Conservation and Protection are:

Director, Enforcement: is responsible for planning, coordinating and monitoring the implementation of national compliance strategies and initiatives in support of the departmental fisheries and habitat management programs; for the design, development and delivery of career development programs and related activities for the Department's Fishery Officers responsible for fisheries enforcement; and for the development, coordination and monitoring of the Department's Emergency Preparedness Program.

Director, Program Support & Development: is accountable for providing leadership in the planning and development of a review and risk assessment of Directorate activities and services. Leads the development, implementation, assessment and revision of a National Compliance Strategy. Manages research, consultations and the development of enhanced programs with respect to Conservation and Protection Programs, enforcement operations, recruitment, training and staff development programs, and policies, procedures, national standards and equipment of enforcement personnel. Manages, in collaboration with industry, the analysis of integrated fisheries plans to identify cost-effective implementation methodologies. Directs the establishment of linkages and working relationships with departmental HR organizations.

Chief, Enforcement Policies, Procedures & Standards: is responsible for developing and coordinating the implementation of strategies and initiatives to facilitate the integration of the conservation and protection program with the oceans mandate, as well as integration with the Coast Guard and environmental programs; developing and monitoring the application of approaches and methods for analyzing resource requirements, including the Observer Program and Air Surveillance; and for developing and coordinating the implementation of organizational renewal initiatives.

Nature and Scope

The Department of Fisheries and Oceans is engaged in the development and implementation of policies and programs in support of Canada's economic, ecological, and scientific interests in oceans and inland waters and the safe, efficient and environmentally sound movement of commercial and other traffic over Canada's oceans and inland waterways. The Department is responsible for the development and delivery of operational programs and policies, standards, directives, and cost recovery services related to the legislated mandate of the Canadian Coast Guard and the management of major scientific and technical activities related to renewable fisheries resources, and aquatic and oceans research and management programs of national and international consequence. These programs are delivered through six regional offices across Canada: Newfoundland, Maritimes, Gulf, Quebec, Central and Arctic, and Pacific. The value of the fisheries in 2001 is in excess of \$2.0 billion.

The Department is unique within the federal government in that it maintains a custodial responsibility over a natural resource for the people of Canada. As the custodian of the resource, the objective of the Department is to conserve, protect, develop and enhance the fishery resource base and its habitat; to provide for the management, allocation and control of the commercial, Aboriginal and recreational fisheries in marine and inland waters; to maintain and develop benefits from the use of the resource; and to provide services and infrastructure in support of these activities. The Department supports the

sound management of the fishery through an extensive enforcement program. The Department, in the past, has relied heavily on developing and enforcing regulations to carry out its responsibilities for regulatory compliance. Enforcement personnel are armed and are frequently called upon to conduct their activities in hostile, confrontational situations.

In response to the increasing emphasis which the government is placing on creating and maintaining partnerships with stakeholders in the administration of regulations, the Department has embarked upon a series of legislative reforms that will shift the emphasis from reactive enforcement to the concept of sharing the stewardship responsibility for the resource with all participants in the fisheries. This change in the Department's operating philosophy will have a profound effect on the Department's clients and stakeholders, as the policies governing this resource directly affect people's jobs, communities and their way of life.

It is in this context that the Director General, Conservation and Protection is responsible for providing national leadership in the development of cost effective program policies, strategies, and initiatives to ensure compliance with regulations designed to achieve the conservation and protection of Canada's fisheries resources, their habitats and the oceans environment for present and future generations.

The Director General is responsible for directing the identification, analysis and assessment of issues related to achieving compliance with the Department's conservation and protection regulatory regime. The incumbent directs the development of strategic priorities, as well as corporate policies, plans and program initiatives to address these issues. These initiatives are a combination of proactive and reactive compliance services. Preventative, proactive services include education, public awareness programs and partnerships that promote voluntary compliance and ensure that clients and partners are aware of the need for conservation and protection of fisheries resources and the ocean environment. Reactive compliance services encompass enforcement measures including detection, apprehension, seizures, prosecutions, license sanctions, fines and forfeitures, aimed at correcting non-compliance.

The Director General is responsible for ensuring that the Department is resourced with an expert trained cadre of staff operating in a manner that is consistent from coast to coast. The incumbent provides national leadership in exploring, developing and implementing new enforcement technologies (such as satellite tracking and vessel monitoring systems) and approaches (such as development of operational capacity for forensic audits). The incumbent is responsible for developing and implementing strategies and initiatives to ensure that Canada's interests and concerns regarding fishing in international waters and maintaining Canada's sovereignty within the 200 mile

economic zone are vigorously represented. The incumbent also represents Canadian interests in international fora such as STACTIC (NAFO Working Group) and INFF. He or she is responsible for the direction of a national air surveillance program which contributes substantially to domestic security objectives. The Director General assumes direct control of the observer program which places representatives of the Canadian government on foreign fishing vessels to monitor their activities and ensure compliance with Canadian fish management policies and regulations. This involves the incumbent in direct management of crisis situations which have international consequences such as the 1995 confrontation with Spain over fishing for turbot off the Grand Banks, and enforcement of a transit fee for U.S. fishing vessels on Canada's inside passage on the Pacific Coast.

One of the major challenges for the Director General is to shift the policy base for conservation and protection activities from reactive to proactive. An additional challenge facing the Director General is to promote the incorporation of these issues into the Department's overall strategic policy and program framework for the management of the fisheries resource. In meeting these challenges the incumbent is called upon to establish and maintain the appropriate linkages internally and externally. He/she oversees the integration of compliance activities with the fisheries and habitat management activities at Headquarters and in the Regions with a view to obtaining a high degree of consistency within the national policy framework for conservation and protection measures.

The Director General is responsible for preparing the operational policy framework for conservation and protection. The incumbent must ensure that the policy framework is designed to respond to a rapidly evolving environment, resource management policies, plans, strategies and programs that will promote the government's position with respect to the cooperative and sustainable management of the resource. This responsibility is becoming more challenging due to the changing nature of the duties performed by enforcement staff. They are being called upon to implement a broader array of activities (boating safety, NWPA) and these must be balanced with the resource protection function. Implementation of the enforcement program at the regional level is monitored by the Director General in order to ensure national consistency in the application of enforcement policies.

The Director General oversees the development of a comprehensive and integrated strategic planning process which identifies and establishes a clear, consistent set of departmental objectives and priorities, guides management in reallocating resources and improves the Department's ability to communicate with the public, client groups and with federal departments and provincial and territorial governments with respect to the conservation and protection objectives of the Department. The incumbent develops strategic approaches to ensure that fishermen, both Canadian and from foreign countries,

comply with Canadian fishing regulations. Meeting this challenge requires the Director General to enter into difficult consultations with senior officials from central agencies, federal departments, other governments as well as senior representatives from industry and client associations, and fishermen's unions to effectively represent the concerns of the Department and provide authoritative advice to senior management on the departmental position with respect to these issues.

The Director General provides the program direction, advice and guidance to regional programs. The incumbent establishes appropriate reporting and monitoring mechanisms and, within the Department's sector management policy, authorizes the revision of regional plans and the reallocation of resources related to conservation and protection activities. In order to maximize the resources allocated to both areas, the Director General is called upon to develop strategies which encourage self-regulation among participants in the fisheries, including commercial harvesters, fish plant owners, and indigenous peoples, to replace traditional control, surveillance and monitoring activities.

The Director General is also responsible for developing the national standards, approaches and mechanisms for the recruitment, orientation, training and career development of 600 Fishery Officers. This activity is essential in developing a professional cadre of managers and officers capable of working with the stakeholders in their regions to implement the Department's new policy directions. The Director General also provides direction for the recruitment and training of Aboriginal Fishery Officers employed by Bands who are participating in the enhancement of the delivery of departmental enforcement programs.

The Director General represents the interests and concerns of the Directorate in dealings, negotiations and in-depth consultations with senior managers of the Department including the Deputy Minister and the Minister, and with senior officials of other federal and provincial departments, federal and provincial law enforcement agencies, industry, international organizations, representatives of public interest groups, and other clients, partners and stakeholders. The incumbent is a member of the Sector Management Committee and represents the ADM at the Science and Fisheries Operations Sector's Management Committees, Regional and Departmental Executive Committees.

Dimensions

Directorate

Staff: 20 Full Time Equivalents

Operating Budget: \$36.4 Million

Air Surveillance/Observer/Ship
Program Sector \$30 Million

Fisheries & Aquaculture Management Sector

Staff: 1,558 FTE's

Operating Budget: \$ 174.2 Million

Specific Accountabilities

- 1 Oversees the development of the policy framework with respect to the Department's compliance activities for fisheries resource, habitat and oceans management.
- 2 Oversees the development of the strategic and operational planning framework for conservation and protection activities, ensuring their integration with fisheries operations and habitat management plans.
- 3 Ensures consistent application of compliance policies throughout the Department by providing corporate direction to Headquarters and regional organizations.
- 4 Ensures the development of effective Fishery Officers through the development of national selection, promotion, training and development standards, guidelines and programs.
- 5 Ensures the direction and management of the national Air Surveillance and Observer Program; ensures the effective management of crisis situations related to enforcement policies and regulations;
- 6 Ensures that the concerns and interests of the Directorate are effectively represented throughout the Department and in dealings with provincial and foreign governments, and with international organizations.

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- 7 Ensures that the activities of the Directorate are supported with the appropriate financial, human resource and administrative services.

CERTIFICATION

The foregoing is an accurate and comprehensive statement of the duties and responsibilities assigned to this position.

Incumbent

Date

Signature

David Bevan
Manager

Date

Signature