

**POSITION DESCRIPTION**

**Position Title:** Associate Regional Director General  
**Position Number:** 31041  
**Department:** Fisheries and Oceans Canada  
**Region:** Pacific  
**Location:** Vancouver, BC  
**Classification:** EX-3

**Supervisor's Title:** Regional Director General  
**Supervisor's Pos.:** 21678  
**Supervisor's Class:** EX-04

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**GENERAL ACCOUNTABILITY**

Accountable for sharing the management of the Pacific Region with the RDG as his/her second-in-command, and for the operational and strategic management of Human Resources & Corporate Services Sector program and service delivery activities within the region, including the Small Craft Harbours program. Leads the analysis and resolution of a number of horizontal and crosscutting issues and initiatives. Represents the department and develops effective working relations with stakeholders, provinces, municipalities and other government departments.

**ORGANIZATIONAL STRUCTURE**

This is one of 13 positions reporting to the Regional Director General. The others are: the Regional Directors of Science; Fisheries & Aquaculture Management; Oceans, Habitat & Enhancement; Communications, Policy & Economic Analysis; Treaty & Aboriginal Policy; and Area Directors for Lower Fraser; BC Interior; South Coast; North Coast and Yukon/Transboundary Rivers; and Executive Assistant.

In addition to the above line organization, the Canadian Coast Guard is a Special Operating Agency within Fisheries & Oceans Canada. The Assistant Commissioner, CCG (Pacific) reports to the Commissioner CCG in Ottawa and oversees a regional organization of 950 Full-Time Equivalents. Under the direction of the Associate Regional Director General, services and programs are provided by the regional Human Resources & Corporate Services Sector organizations (see below) to the Special Operating Agency.

Reporting to the Associate Regional Director General are the following positions:

**Director, Real Property, Technical Support and Safety & Security (Staff of 35):**

Accountable for developing and delivering an integrated program designed to maximize the Department's investment in its real property holdings and facilities in the Region, and for overseeing an ongoing planning process that, in the short, medium and long term, will ensure that the Department has the facilities and other assets in place to cost effectively and efficiently meet the needs of all Branches. This accountability includes the provision of

engineering services for facilities and structures, technical expertise in the maintenance of facilities, technical advice and expertise in support of capital investments, and the provision of technical expertise to ensure environmental compliance with federal, provincial and municipal environmental laws and guidelines. Accountable also includes the development, implementation and direction of policies and programs to protect employees, contractors, and business partners from hazards in the workplace, including occupational accident and illness. Continuously monitors the workplace environment to ensure the proactive avoidance of risk relative to existing or potential environmental problems.

**Director, Small Craft Harbours (Staff of 16):**

Accountable for the management of the planning, development, implementation, maintenance, servicing and administration of harbours and related infrastructures required to support the various commercial and recreational fisheries and pleasure craft operating in the Pacific Region in accordance with federal and departmental policies, the *Fisheries and Recreational Harbours Act*, applicable regulations and directives, other pertinent legislation and work-sharing agreements of a federal-provincial nature.

**Director, Finance & Administration (Staff of 52):**

Accountable for developing and implementing operational approaches, plans, processes and procedures for the cost effective delivery of advice and services related to financial management (including accounting and treasury operations), management accounting, business planning and reporting, revenue management, procurement and contracting in the Region.

**Director, Human Resources (Staff of 47):**

Accountable for developing and implementing operational approaches, plans, processes and procedures for the cost effective delivery of advice and services related to human resources management. Services to regional managers include advice on matters related to Staffing, HR Planning, Classification and Labour Relations. Services to all employees include advice on Compensation, Continuous Learning and Awards & Recognition.

**Director, Information Management & Technology Services (Staff of 53):**

Accountable for the development, implementation and maintenance of automated systems/applications to meet the scientific, operational and administrative needs of the Region and to support the achievement of corporate information management and information technology objectives; and for the management of the Region's information resources and the provision of data management and document management services (e.g. library services, records, forms management, data management etc.) to a geographically dispersed and functionally disparate client base; provides technological leadership to the client base – thereby promoting integration and coherence across various applications and services.

## **NATURE AND SCOPE**

The Department of Fisheries and Oceans is engaged in the development and delivery 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 of operational programs and policies, standards, directives and cost recoverable services related to the legislated mandate of the Canadian Coast Guard and the management of major scientific and technical activities related to the management of renewable fisheries habitats and resources, and aquatic and oceans research and management programs of national and international consequence.

The Regional Director General develops and implements operational policies, plans, guidelines, standards and processes for the effective management and delivery of a wide array of politically-sensitive departmental services and programs across a large, geographically-dispersed region with a staff of 1400 Full-Time Equivalents. Moreover, many of the challenges encountered by the RDG require an intensive focus on events and issues and contacts outside the Regional office so that he/she is frequently absent. To ensure continuity of management of the regional operations, the Associate RDG is called upon to share the management of the Pacific Region and to act as the RDG's second-in-command within a collaborative management structure.

In addition, the Associate RDG has been assigned the responsibility for the day-to-day operational management of a number of programs. For example, the Associate RDG directs the formulation and implementation, at the regional level, of policy and planning frameworks, including a comprehensive regional Business Plan, as well as standards, procedures and processes for the delivery of cost-effective internal administrative services which meet or exceed national standards. In addition, he/she is accountable for the operational delivery of these administrative services, which include financial planning, analysis and reporting, materiel management, operational performance measurement, accommodation administration, information management/information technology and human resources management. Likewise, he/she plans and manages the provision of administrative support services in the areas of telecommunications, libraries, mail and distribution, environmental health, and safety and security.

As a result of the day-to-day operational management of the Human Resources and Corporate Services programs, the Associate Regional Director General plays a critical role in the delivery of services to the Canadian Coast Guard as a Special Operating Agency within Fisheries & Oceans Canada. The Assistant Commissioner, CCG (Pacific) oversees a regional organization of roughly 950 FTEs, and reports to the Commissioner CCG in Ottawa. The absence of a regional reporting relationship requires care and attention in establishing and adhering to Service Level Agreements for the provision of these HR & Corporate services.

Furthermore, the Associate RDG is responsible for the management of the planning, development, implementation, maintenance, servicing and administration of harbours, related infrastructures and federal property located throughout the Pacific Region. He/she also manages programs to support the various commercial and recreational fisheries and pleasure craft operating in the Pacific Region in accordance with federal and departmental policies, legislation such as the Fisheries and Recreational Act, applicable regulations and directives, and federal-provincial work-sharing agreements. Additionally, he/she is accountable for effectively monitoring the property acquisition, engineering and construction implementation of Small Craft Harbours projects, and for maximizing the attainment of Small Craft Harbours objectives through joint ventures such as the Canada Works program.

Additionally, the Associate RDG takes the lead with respect to a number of existing and emerging, key, horizontal and cross-cutting initiatives. The Associate RDG faces a variety of challenges in the performance of this work, including the requirement for the incumbent to share significant managerial responsibilities with the RDG, to act as his/her back up with full financial and HR management authorities and to provide on-going expertise, advice and recommendations to the RDG on all regional issues while at the same time directing his/her own assigned organizational functions. Furthermore, the Associate RDG has a dual reporting and advisory relationship (to the RDG and to National Headquarters) with regard to regional implementation of programs from the Human Resources and Corporate Services Sector.

In addition, the necessity to manage large numbers of professional and specialist staff and significant financial resources, and to deliver a complex multiplicity of high-visibility programs across an extensive, geographically dispersed region, is also challenging. Challenge is presented, as well, by the need to communicate and coordinate programs with several provinces and OGDs. Furthermore, many elements of the work, such as aquaculture and harbour development and management, are politically sensitive and can have severe economic impact on local economies. Another challenge is the need to forge and nurture effective working relations with wide variety of stakeholders in the region, including the region's provinces and municipalities, OGDs, aboriginal organizations, commercial and sport fishing organizations, environmental groups and aqua-farm groups, many of whom have competing agendas.

Likewise, the property management aspects of the work are also challenging. Not only is there a considerable aggregate of property to manage and maintain, but the Associate RDG is also challenged with development of a regional framework and criteria for, and the management of, the divestment of a significant part of the holdings, while mitigating the impact of closings on dependent communities. Another area that contributes a challenge for the incumbent is the requirement to provide leadership in the formulation and implementation of program review decisions with respect to the continuing merger and harmonization of coast guard with the other DFO functions, the identification and exploitation of opportunities to increase efficiencies and consolidate operations and the elimination or modification of entrenched approaches to programs and service delivery.

**Dimensions:**

Number of Staff: 210

Salary Budget and Operating Budget (includes HRCS Directorates):

Salary: \$11.7M

Operating: \$24.4M

Regional Operating and Salary Budget: \$190M

**Specific Accountabilities:**

1. Shares the management of the region with the RDG and acts as his/her second-in-command with equal financial and HR management authorities.
2. Directs the formulation and implementation of the region's policy and planning frameworks, including the Regional Business Plan, as well as standards, procedures and processes for the delivery of cost-effective internal administrative services.
3. Oversees the delivery of a broad spectrum of financial, HR, IM/IT and administrative services to regional management, including to the Canadian Coast Guard as a Special Operating Agency within Fisheries & Oceans Canada.
4. Manages and maintains regional small craft harbours, related infrastructures and federal property and programs in the Pacific Region.
5. Provides regional leadership with respect to the analysis and resolution of a number of existing and emerging, keys, horizontal and crosscutting issues and initiatives.
6. Develops effective working relations with wide variety of stakeholders, including the provinces and municipalities, OGDs, aboriginal organizations, commercial and sport fishing organizations, environmental groups and aqua-farm groups.
7. Represents the department and region on behalf of the RDG at formal and informal meetings with OGDs, the provinces and municipalities and stakeholder groups.

Approved by: \_\_\_\_\_ Date \_\_\_\_\_