

**DEPARTMENT OF FISHERIES AND OCEANS
POSITION DESCRIPTION**

POSITION TITLE: Regional Director General,
REGION: Pacific
POSITION NO.:
CLASSIFICATION: EX-04
LOCATION:
DATE:

GENERAL ACCOUNTABILITY:

The Regional Director General is responsible, within the assigned Region, for: the cost effective planning and management of the delivery of the Department's programs and services related to the understanding of the aquatic and marine environments and the sustained economic utilization of renewable and non-renewable resources in a safe and environmentally sound manner; the negotiation, in accordance with the Crown's fiduciary responsibilities, of agreements and frameworks with the Region's aboriginal groups related to aboriginal fishing arrangements, habitat restoration and research and enhancement activities; the development and maintenance of strong linkages and working relationships with, as well as the provision of functional guidance to, the Regional Director, Canadian Coast Guard to facilitate holistic and integrated delivery of all DFO services; the conduct of representational activities at intra/interdepartmental and external, intergovernmental and international meetings, negotiations, consultations and other consultative fora with senior representatives from domestic, foreign and international client, partner and stakeholder organizations; and the provision of expert strategic and proactive advice and recommendations to the Minister, Deputy Minister and Associate Deputy Minister.

ORGANIZATIONAL STRUCTURE:

This is one of 18 positions reporting to the Deputy Minister. The others are the: Commissioner, Canadian Coast Guard; Associate Deputy Minister; ADM, Fisheries and Aquaculture Management; ADM, Oceans and Habitat; ADM, Science, ADM Human Resources and Corporate Services; ADM Policy, DG, Communications; Senior General Counsel; Executive Director, Fisheries Resource Conservation Council; Director General, Departmental Executive Secretariat; Director Departmental Executive Services; and, 5 other Regional Directors General.

Reporting directly to the Regional Director General are:

Regional Director, Fisheries Management – (Staff of 79) is responsible for: planning, developing, and implementing regional operational plans and priorities to meet on-going forecasted program and service requirements; directing the development and delivery of the Region's operational programs and services in accordance with established policies, regulations and standards for fisheries management; delivering the regional fisheries management program to conserve, protect, develop and enhance the fishery resource base; directing negotiations of agreements and shared working arrangements with First Nations, increasing their access to fishery resources, piloting economic development activities, administering the allocation of transfers, and coordinating training of aboriginal peoples to enhance the move to greater collaboration with these key partners and stakeholders; representing the interests and concerns of the Department in comprehensive land claims negotiations or in the resolution of major issues; directing the regional management, allocation and control of the commercial, aboriginal and recreational fisheries in marine and inland waters; contributing to the establishment of fishing plans; and monitoring and enforcing fishing plans for each stock to maintain and enhance the benefits from the use of the resource.

Regional Director, Science – (Staff of 377) is responsible for: planning, developing, and implementing regional operational plans and priorities to meet on-going forecasted program and service requirements; directing the development and delivery of the Region's science program, including its major Hydrographic Services functions, to provide scientific information and advice for the management and development of fisheries and fish habitat and for the ecologically acceptable use of the aquatic environment; developing and implementing strategies and initiatives to increase the scope and understanding of fisheries scientific information of the biological, chemical and physical determinants affecting the fishery; developing the Region's science-based response to new legislative and policy initiatives of the Government of Canada to ensure full compliance within the Region (e.g., *Species at Risk Act* and its objective for the protection of endangered species); and developing technologies relevant to aquaculture and resource development and ensuring that these technologies are transferred to clients.

Regional Director, Habitat and Enhancement – (Staff of 61) is responsible for: developing and implementing strategies and initiatives to increase and enhance salmon stocks; planning, organizing and managing specialized multi-disciplinary scientific and technical, investigative, applied research and institutional support required in the resolution of resource use activities in the Region which have the potential for reducing the productivity of the fishery resource and/or its supporting habitat; developing and implementing regional habitat inventory and restoration programs; providing environmental assessment on aquaculture sites; monitoring and enforcing compliance with the habitat protection provisions of the *Fisheries Act*; and ensuring a harmonized approach with the province and Yukon Territory on all habitat management programs and issues.

6 Area Directors of BC North Coast, BC Central Coast, BC Interior, BC South Coast, Lower Fraser River and Yukon Transboundary Rivers - (Staff of 700) are responsible for: co-ordinating, planning and managing the direct delivery of DFO services in the assigned geographic Area; providing Area level expertise in the direction and implementation of departmental and regional policies, plans, and programs; providing leadership for the implementation and integration of Area operational programs with other sectors and government agencies; leading the development and implementation of Area-based fisheries management plans; providing a focal point for inquiries regarding DFO policies, operations and service delivery and Community based multi-stakeholder consultations; leading the implementation of international / regional fishing plans and the Canada Oceans Act; and participating in Aboriginal fisheries and land claims negotiations, in the Area.

Regional Director, Treaty and Aboriginal Policy – (Staff of 25) is responsible for: directing the development and implementation of policies, strategies and programs to implement the Aboriginal Fisheries Strategy; coordinating the participation of the Department in the negotiation of Aboriginal land claims and self government agreements, through the BC Treaty Commission (BCTC) process; leading, in conjunction with the Regional Director, Fisheries Management and the Area Directors, consultations with leaders of Aboriginal communities to establish and implement an agenda for their participation in the effective management of the fisheries resource; and leading Departmental initiatives to improve the economic base of Aboriginal fishing communities.

Director, Canada Oceans Act Coordination Office – (Staff of 7) is responsible for: providing regional leadership for the design, development and implementation of a comprehensive integrated approach to implement the Department's strategies and initiatives related to the *Canada Oceans Act*.

Regional Director, Small Craft Harbours – (Staff of 14) is responsible for: developing, organizing, planning and managing the delivery of programs and services related to establishing and maintaining Small Craft Harbours within the Region; maintaining liaison with the corporate SCH Directorate to ensure consistency with national policies and standards; and representing the interests and concerns of the Region related to Small Craft Harbours.

Regional Director, Policy & Economic Analysis – (Staff of 14) is responsible for the conduct of socio-economic analysis in support of all Regional business lines and major investment decisions; the research, analysis and development of strategies to integrate and harmonize policy approaches and planning across the Region's business/service lines; the development of policy papers, briefing material and of Memoranda to Cabinet (MCs) and Treasury Board Submissions; the provision of expert and authoritative advice; and the conduct of senior level representational services for the Region and DFO.

<u>Regional Director, Real Property</u>	Staff of 38
<u>Regional Director, Corporate Services</u>	Staff of 152
<u>Regional Director, Human Resources</u>	Staff of 47
<u>Regional Director, Communications</u>	Staff of 11

These functional program heads are responsible with regards to their assigned portfolio for: developing, organizing, planning and managing the delivery of their respective programs and services in the Region, including the provision of equal levels of service to the resident CCG organizations; maintaining liaison with the appropriate corporate functional authority to ensure consistency with national policy and program approaches; and representing the interests and concerns of the Region related to issues, and the service delivery of their portfolio, with internal and external clients, stakeholders and partners.

NATURE AND SCOPE:

The Department of Fisheries and Oceans Canada, on behalf of the Government of Canada, is responsible for policies and programs in support of Canada's economic, ecological, and scientific interests in the oceans and freshwater fish habitat; for the conservation and sustainable utilization of Canada's fisheries resources in marine and inland waters; and for safe, effective, and environmentally sound marine services responsive to the needs of Canadians in a global economy. Millions of Canadians live in coastal areas, and marine and freshwater resources are among the country's greatest natural assets. Fishing and shipping are not only important industries for Canada but are also a part of its heritage. The Department's mandate, programs, and services directly affect the livelihoods of thousands of Canadians in ocean and freshwater industries throughout Canada, from fishing and marine transportation to tourism and recreation. More generally, these programs and services affect the economic, social, and cultural fabric of Canada. These programs are delivered through a Headquarters and six Regions across Canada: Newfoundland, Maritimes, Gulf, Quebec, Central and Arctic and Pacific.

Recent Speeches From the Throne, Budgets and the Prime Minister's announcement of December 12, 2003, all highlighted the Government of Canada's intention to reallocate resources to the highest priorities on its policy agenda and to transform old spending to new priorities. At the same time, to better face a changing world in which resources are limited and yet service demands are quickly growing both in complexity and in volume, Fisheries and Oceans Canada is faced with the challenge of revitalizing itself as a more dynamic organization. This will assist it in better adapting to new circumstances, setting clear priorities, and relying heavily on innovative and modern business and management practices to ensure quality services and financial sustainability.

DFO is well positioned to move ahead in this regard. The Department launched a Strategic Plan in 2000 that focused on many important policy and program initiatives such as the Atlantic Fisheries Policy Review, Canada's Oceans Strategy, the Aquaculture Policy Framework, the Habitat Blueprint Program, and the Canadian Coast Guard Vision. These exercises highlighted the need for a concerted, department-wide effort to generate creative and lasting solutions to DFO's challenges and led to the creation of DFO's expansive Departmental Assessment and Alignment Project (DAAP) in the spring 2003. The goal and objective of the DAAP was to collaboratively build a transformative roadmap to strategically realign the department's policies and programs. The DAAP examined all DFO activities, and involved every Sector and Region in the investigation and exploration of options

to transform the way the Department does business. This included drawing linkages between programs to build on synergies and combine effort across Sectors and Regions laying the groundwork for a renewed organization and Strategic Plan. Throughout this process, the Department strove to identify options to deliver its mandate more effectively and efficiently, while minimizing any negative impacts on DFO employees and the Canadians they serve. The Departmental Assessment and Alignment Project has been a top priority for the Department.

The results of the DAAP, implementation of which now fall under the responsibility of the newly-established DFO Renewal Initiative, combined with the new Expenditure Review Process, will help to reshape a governance structure for the Department that is integrated with the Government's overall change management agenda as set forth in *Results for Canadians*. In order to modernize the management functions, there are five management initiatives that will be or have been implemented in the Department to improve departmental coherence and integration, and strengthen responsibilities.

One of them is to enhance the operational integrity of the Canadian Coast Guard (CCG) by having the Regional Directors, CCG report directly to the Commissioner, CCG while maintaining a functional reporting relationship with the Regional Directors General. Under this new operational arrangement, the Regional Directors, CCG will continue to serve as members of Regional Management Committees and receive all functional services (e.g., Finance, Human Resources, Informatics, Administration, Communications, etc.) from the Region in which they are located. This DAAP recommended initiative has been advanced by the Prime Minister's announcement of December 12, 2003, creating the CCG as a Separate Operating Agency within DFO.

It is in this context that the Regional Director General is called upon to provide corporate leadership for the holistic and integrated delivery of the Department's programs and services in the Region. This encompasses (i) direct responsibility for the management of the wide range of programs that fall within the RDG's mandate, and (ii) functional responsibility for the maintenance of the most effective and efficient operational linkages with the CCG organizations located in the Region to enhance interoperability and achieve integrated service and resource planning and deployment. The incumbent plans, directs and monitors the development of operational policies, plans, procedures and services in support of the achievement of the assigned Departmental mandate within the Region, and contributes to and influences those of the CCG at both the national and regional levels to enhance coherence, integration and the development and implementation of clear accountabilities and interfaces. The incumbent is responsible for ensuring that the Department provides a coordinated response to the needs of stakeholders and clients as well as to the socio-economic goals of the government within the Region.

The Regional Director General is a key player in addressing and resolving corporate issues facing the Department. As such, the incumbent is an active member of the Departmental Management Committee, comprised of Assistant Deputy Ministers and Regional Directors General, and actively participates in determining the corporate strategic directions, policies, plans and priorities for the Department. As well, the RDG takes a lead role in the resolution of complex and crosscutting national and/or regional issues that have corporate implications and assumes the role of corporate Champion to lead the development of required strategies and implementation frameworks for those major national and corporate issues assigned by the Deputy Minister and/or the Departmental Management Committee under the department's corporate management matrix.

The Regional Director General is the most senior departmental official in the Region for the wide range of programs falling within his/her mandate and ensures that federal, departmental and regional objectives are harmonized with provincial concerns within the context of the Region's strategic and business plans. The challenge for the incumbent is to ensure that the corporate interests of the Department and Region are effectively served and communicated internally to employees, and externally to stakeholders and clients within the diverse communities of interest and involvement, and are continuously integrated with those of the CCG organization in the Region. The Regional Director

General provides the corporate leadership in translating the corporate vision of the Department into coordinated, united and cohesive plans of action for achieving the strategic and operational goals of the Department within the Region.

The Regional Director General provides the operational leadership for the science activities within the Region, which include fisheries research, marine ecology and habitat management. The incumbent is responsible for ensuring that fisheries research activities into the biological, chemical and physical determinants of the marine environment are integrated into the management, protection and enhancement of the fishery resource. The incumbent ensures that long and short-range planning for the fishery and its habitat is established on a scientific basis by overseeing the assessment of fish stocks, the forecasting of fish stock abundance, the examination of the potential development and application of aquaculture techniques, the investigation of methods for protecting marine fish habitats and the development of proposals for the expansion of economically valuable species.

The Regional Director General oversees and directs the Region's high level involvement with the fishing industry (i.e. commercial, recreational and aboriginal) providing insight, guidance and leadership for the resolution of major legislative, policy and program initiatives and issues that require the personal attention and decision by the RDG. This requires interfaces with fish harvesting and processing company presidents, boat owners' representatives, heads of conservation and recreational organizations, leaders of aboriginal communities, senior representatives of the province, university administrators and professors, plus chambers of commerce and boards of trade and other public and private bodies with an interest in the fishery and the fish processing industry. The incumbent provides regional leadership in developing proactive operational policies, programs and new partnerships and working arrangements/relationships for the optimum utilization of the common property resource. The incumbent develops and directs the implementation of strategies and initiatives that will encourage the harmonization of often-conflicting user groups: foreign and Canadian commercial fishers and offshore and inshore commercial, recreational and aboriginal fishers. The incumbent directs the application of fishing conservation and protection plans and regulations within the 200 mile economic zone.

The Regional Director General is responsible for incorporating the new fisheries management regime into regional strategies and initiatives to protect and preserve the resource through the establishment, monitoring, surveillance and enforcement of fishing and management plans. The incumbent provides the regional leadership in translating the departmental strategic directions, policies and priorities into a consistent, cost effective application of the regulatory aspects of the fisheries management regime in the Region. The incumbent directs the regional contribution to the development of fish management policies, which reflects the environmental and socio-economic realities of the Region.

Of increasing importance is the requirement for the RDG to lead or direct negotiations with the Region's aboriginal groups to enhance their self-management of the resource through the development of multi-year management plans, to define allocations and the disposition of the catch and to enlist their support in the pursuit of habitat restoration, fisheries research and fisheries enhancement goals and objectives. The incumbent directs the development of negotiating strategies and leads the negotiation of working agreements on issues such as habitat management and the joint enforcement of agreements. Intricate and sensitive negotiations are required to ensure compliance with court rulings on aboriginal inherent rights while preserving effective management of the resource.

In addition to the large, demanding and expanding policy formulation leadership responsibilities of the RDG at the regional and national levels, his/her role in the conduct of legislative, policy and program negotiations, consultations, advocacy and representational activities at the international level is growing rapidly. This increase in overall policy and external negotiation and representational activities is driven by new government approaches to enhance the engagement of clients, stakeholders and partners in the management of the renewable and non-renewable marine and freshwater aquatic resources and their habitat. It is also driven by fiscal realities, which dictate the need to leverage federal and departmental

funding through the creation of innovative working relationships and partnerships with the diverse communities of interest and involvement in the mandate of the department. The incumbent directs significant and sensitive negotiations with aboriginal stakeholders to implement the Aboriginal Fisheries Strategy and other initiatives with stakeholders and partners at the international levels such as the Pacific Salmon Commission, of which the incumbent is the chairperson on a rotational basis with his/her American counterpart.

As the manager of corporate services support functions in the Region, including the need to maintain the provision of services in all these programs to the CCG organizations within the Region, the Regional Director General ensures that overhead activities represent a value-added element for the business goals and service delivery of the Region and the CCG. He/she must ensure that there are no overlaps or duplication in the services provided and that these services are provided in the most economical, efficient and effective manner possible. The Regional Director General develops and implements the functional program processes that reflect the values of the Department and the Public Service as a whole, and oversees the necessary modernization and transformation of these critical support services in keeping with current government priorities (e.g., Modern Comptrollership, Diversity, Reform of Human Resources, enhanced E-Business capacity and applications, Government-on-Line, etc.).

The RDG oversees the management of Human Resources services for the Region, and for the CCG units stationed there. This includes the responsibility for labour-management relations and ensuring that formal union-management consultative and work force adjustment processes work effectively from the perspective of both sides. The incumbent also has over-all responsibility for all matters affecting occupational health and safety, recruitment, training and development to ensure the continuing supply of qualified public servants within the Region and for the CCG organizations stationed there.

The RDG oversees the harmonization, coherence and integration of all regional plans for those programs under his/her sphere of direct management accountability and also between these frameworks and the plans and processes of the CCG organization stationed in the Region. The continuance of a strong functional relationship and synergy is essential to both the Region and the CCG organization stationed there as: (i) the Region relies on the CCG to provide the vessel support to obtain the platforms required for a myriad of services and programs it delivers; (ii) the Region continues to provide all functional corporate services and management programs to the CCG (e.g., Finance, Administration, Information Technology/Management, Real Property, Administration, Human Resources, etc.); and (iii) this close collaboration is essential for both organizations to harmonize strategic and business priorities and plans, achieve the optimal resource efficiency and cost/service delivery effectiveness, and to meet critical funding pressures in a shared and cooperative manner. This requires overseeing the preparation of the Region's strategic, business, human resources, informatics, accommodation and communications plans, and ensuring they incorporate the resource requirements needed to provide continuing service delivery for the Region and for the provision of functional program services to the CCG organization. It also requires extensive interfaces with the RD, CCG, who is a full member of the RDG's Regional Management Committee, to ensure the optimal harmonization and interoperability of the Region's and the CCG organization's plans and service delivery and resource orientations and deployment.

The RDG oversees the design, development and maintenance of all business support systems for the Region and the CCG organization stationed there, and ensures these systems meet the requirements of the Region and CCG and are fully compatible with department-wide systems. The incumbent also ensures that the Region's Communications strategies and services are developed and implemented in a manner which is supportive of the business goals of the Region and the CCG organization and are compatible with the Department's overall communications strategy.

The Regional Director General is the direct link between the Deputy Minister and the wide range of departmental programs falling within his/her mandate in the Region. He/she establishes guidelines to facilitate the productive negotiations between senior regional officials of other federal government

departments as well as foreign, provincial, territorial and municipal governments and international agencies. As the senior departmental representative in the Region, for the wide range of assigned programs, the position is often called upon to lead particularly sensitive and complex negotiations with senior officials of governmental, public, private and non-governmental sector organizations at the domestic, foreign and international levels. He/she also assumes responsibility for preparing ministerial briefing notes related to assigned regional issues and ensures the maintenance of strong consultation and knowledge networks with the Headquarters ADM's to enhance collaborative and coherent actions and strategies by all parties in the advancement of DFO's corporate policy agenda.

DIMENSIONS:

	<u>Direct</u>	<u>Contributory</u>
FTEs:	1,499.0	2,469.0
Salary and O&M Budget:	\$151.5M	\$227.6M
Grants and Contributions:	\$ 12.2M	\$ 13.1M

The RDG has a strong contributory impact on the socio-economic activities and status of the Region. Viable indicators are the assets in the Region's SCH system with a value of \$400 million, the economic status of the fishing and harvesting and oceans industries which have assets conservatively valued at \$1.9 billion and the expenditures of other levels of government in increasingly harmonized policy and program initiatives and activities with an estimated value of \$12 million.

SPECIFIC ACCOUNTABILITIES:

1. Provides, as the senior departmental official and general manager for the assigned direct program activities in the Region, integrated and holistic advice to the Minister, Deputy Minister, Commissioner, CCG and Associate Deputy Minister on the identification and resolution of issues affecting the Region as a whole and of issues having corporate implications.
2. Ensures (i) the efficient and effective integration of the Region's fisheries and biological research, ocean management, science, fisheries and fish habitat management, fisheries development and common service activities and (ii) their optimal harmonization and interfaces with the planning frameworks, programs and services of the CCG organization in the Region, to achieve the most efficient, cost-effective and inter-operational delivery of programs and services to clients and stakeholders and to provide ongoing delivery of functional corporate services programs (e.g., Human Resources, Finance, Administration, etc.) to the CCG organizations.
3. Directs the regulatory responsibilities role involving monitoring compliance and enforcing the habitat protection provisions of the *Fisheries Act*, including enhancing the negotiation of working agreements with the Region's aboriginal groups and the Province of B.C. and the Yukon Territorial Government on the joint enforcement of agreements related to habitat management.
4. Develops functional working relationships with the Regional Director, CCG and ensures ongoing communication and collaboration, including the participation of the Regional Director in the Region's Management Committee, to optimise the coherence, integration and resource efficiency and effectiveness of the services of both organizations in the achievement of the department's and government's corporate policy and program agenda.
5. Leads the provision of cohesive regional input into departmental policies, priorities, plans, processes, standards, practices and budgets.
6. Ensures the cost-effective delivery of all assigned departmental programs and services within negotiated plans and budgets, the efficient management of all related regional programs and services, and the integrity of all departmental assets and resources in the Region.

7. Directs the development of policy options to support major departmental initiatives and ensures their smooth and effective integration in the respective program area (e.g., fisheries management, restoration, conservation, protection, etc.).
8. Directs Canadian participation on the boards and commissions under Canada/US Treaties and Commissions and develops fishing plans in accordance with the directions of the Commission.
9. Ensures the provision of relevant and cost effective corporate strategic and program support services, including economic research, commercial and market analysis, statistics, communications and publications, international and intergovernmental affairs.
10. Directs the integrated operational management of capital assets and associated capital resources, including small craft harbours, infrastructure, facilities, vehicles and engineering services.
11. Ensures the cost effective provision of management services for the Region, including planning, finance, real property, materiel management, human resource, information systems, general administration and library services.
12. Represents the interests and concerns of the Department with representatives of other government departments and agencies and with senior officials of governmental, public, private and non-governmental sector organizations at the domestic, foreign and international levels and aboriginal communities, and ensures effective liaison, coordination, and, where appropriate, integration of respective research, development and other fisheries and oceans activities.
13. Manages the assigned resources of the Region with economy and probity.

Approved by: _____ Date _____
Larry Murray Deputy Minister