

## **Position Description**

### **Fisheries and Oceans**

<b>Position Title:</b>	Director, Special Projects
<b>Position Number:</b>	33251
<b>Department:</b>	Fisheries and Oceans
<b>Classification:</b>	EX-1
<b>Supervisor's Title:</b>	RD, FAM
<b>Location:</b>	Pacific Region
<b>Date:</b>	April 1, 2009

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#### **General Accountability:**

Accountable for monitoring and analyzing emerging legislation, policies, initiatives, issues, trends and problems, advising senior regional management regarding the implications of these initiatives, and recommending project approaches in response. Directs the design of special projects, including action plans, resourcing, targets and goals, executive status reports and follow-up commitments. Plans and provides direct management and leadership of senior level projects and/or programs (e.g. Salmon Enhancement Program). Develops responses to Ministerial correspondence involving critical priority issues, and coordinates the drafting and submission of strategic Ministerial policy papers and proposals arising from the assigned projects. Collaborates with other agencies and associations in the planning and conduct of joint studies. Serves as a member of the RDG's Regional Management and Strategic Directions Committees (RMC and SDC) in the development and implementation of regional policy, structure and strategic and operational plans.

#### **Organization:**

The Director, Special Projects, is one of a number of senior positions, including Regional Directors General and Area Directors, reporting directly to the respective RDG or Associate RDG or Regional Directors.

Reporting to the Director, Special Projects, are a number of assigned/seconded Project/Program Managers and project staff appropriate to the complexity and magnitude of each project and its duration.

#### **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; for safe, effective, and environmentally sound marine services responsive to the needs of Canadians in a global

economy; and for an increasing role in maritime security and domain awareness. Millions of Canadians live in coastal areas, and marine and freshwater resources are among the country's greatest natural assets. Fishing and shipping and the conservation and protection of marine and freshwater environments are not only important 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. 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 Department supports the sound domestic and international management of the fishery through extensive scientific research, fisheries and habitat planning and conservation, fisheries management and enforcement programs, the management of aquaculture programming and the maintenance of oceans health. More generally, these programs and services affect the economic, social, and cultural fabric of Canada. These programs are delivered through a functional corporate HQ and six regional operational centres across Canada, and within a management model which features strong, national Sector Management.

The Department has undertaken a number of renewal initiatives in the context of its new Strategic Plan. These include: the Oceans Action Plan, International Governance, Fisheries Renewal, Aquaculture Renewal, Coast Guard Rejuvenation, Environmental Process Modernization and Science Renewal. In addition, the Department has been significantly impacted by new legislation such as the *Species at Risk Act* (SARA) and *Fisheries Act Renewal*. As well, in 2005, the Canadian Coast Guard (CCG) became a Special Operating Agency within DFO. The CCG's management team works with DFO's senior executives to ensure the full interoperability of their respective strategic and business plans and service delivery with all DFO organizations within their Regions. These initiatives, structural changes and recurring financial stresses have presented a major challenge to the Department's management cadre, calling for the modernization of management functions, and increased coordination of DFO's planning and reporting cycles, including compliance with and constant reporting and monitoring of the Service Level Agreements (SLAs) with the CCG and with other client sectors as these are negotiated and implemented.

Within this context, the Director, Special Projects, is accountable for the provision of a strategic project response to current, new and emerging challenges, tasks and priorities facing the Region in which the position is situated. These challenges include new legislation and new Public Service-wide initiatives such as Public Service Renewal, which includes the modernization of Human Resource Management. Because of constantly changing priorities, it is critical that a senior level of Project Management be in place to maintain a focus on projects and priorities by the Department at the ministerial and corporate level, as well as those set forth by the Government and cabinet that cut across the public service and other federal agencies. In addition, the position of Director, Special Projects, is established to meet the requirements of the Pacific Region for longer-term development of its Executive skills inventory, as well as in response to Public Service-wide executive development strategies related to such programs as Career and Succession Planning.

The Director also provides strategic support to the RDG, Associate RDG and Regional Directors in the management of emerging issues and critical files, especially those that, because of political sensitivities or sheer magnitude, require ongoing management and attention beyond that which could be provided by other regional managers. Because of the complexity and importance of these issues, their national significance in political, economic and scientific terms, as well as the heavy workloads of other programs or sectors, the Director is assigned the lead role in their coordination and resolution. The incumbent also brings a strategic focus to significant multiple policy files requiring Ministerial attention, issues of public concern, and issues that have impact on more than one program or sector.

Furthermore, the Director assists in monitoring of the Region's legislative and policy environment to identify initiatives, issues, trends and problems, in collaboration with corporate organizations that may require the development of responses from senior regional management. He/she applies advanced analytical skills to explore complex emerging legislation, and new policies, initiatives, issues, trends and problems; provides useful, timely and reliable information, analysis and advice to senior management regarding the implications of these initiatives; and develops recommendations for project approaches in response, including action plans and resource proposals.

In this regard, the Director is responsible for the conceptualization, planning and delivery of a wide variety of senior-level special projects. Typically, these will be projects that cut across organizational lines with special emphasis on new Government priority issues that require planning and timely start-up in contrast with those that represent an extension or modification of already tasked projects or activities reasonably well allocated within the Sector's or inter-sectoral operational work plans.

The Director provides authoritative leadership to project teams comprised of senior staff assigned to the Director from the operational programs. He/she is required to enlist assistance from across the Region with respect to, for example, technical, scientific, international, regulatory or liability considerations in the management and resolution of issues. Furthermore, he/she provides direction and coordination of comprehensive policy and economic analyses, for specific projects, to support the provision of significant policy and strategic program contributions with regard to the Region's programs.

Specifically, the Director manages the design of special regional projects including the action plans, resourcing, targets and goals as well as projects with particular emphasis on rapidly breaking issues and priorities of the Government that impact on regional policies and programs. The incumbent is also accountable for planning and providing direct management and leadership in those senior level projects that reflect the incumbent's more specific background, such as research, economic or public policy issues, biological or technological development priority, or machinery of government.

In addition, the Director provides a senior level of staff expertise on behalf of the RDG in the vetting and response to Ministerial correspondence involving critical priority issues, and he/she coordinates the drafting and submission of strategic Ministerial policy papers and proposals arising from the assigned projects. The work also involves collaboration with other agencies and associations in the planning and conduct of joint studies involving both inter-sectoral and inter-agency contributions. In this respect, he/she is responsible for ensuring that participants are aware of emerging issues and priorities in order to maximize effective project planning. Furthermore, the incumbent extends professional leadership and coordination to the work of the project staff, as well as consulting agencies. He/she also serves as a member of the RDG's Regional Management and Strategic Direction Committees in the development and implementation of policy, structure and strategic and operational plans.

The Director is key in ensuring that the analysis and synthesis taking place in the various projects bear directly on critical public policy issues. Further, the Director personally assesses the results and conclusions arising from the analysis and ensures that recommendations of such project teams provide a direct linkage to the policy or program priority under consideration and can be related to the broad range of current priorities, including, for example, sustainability, climate change, industry development, trade, public communications, and oceans and habitat.

Because of the broad inter-sectoral exposure and role of the work, the incumbent will often be seen as a single window for advice and guidance relative to matters that are beyond the mandate of the particular Region to which the position is assigned. These consultations will be required with representatives of the various resource industries, First Nations, ENGO's, stakeholders, and with officials of other Departments and jurisdictions.

The analysis associated with this project management role is extremely broad in terms of the many factors that must be incorporated. The Director must have a sound understanding of those factors that have economic impact, federal/provincial/territorial powers and legislative trends, climate change and other environmental considerations, aboriginal claims, international affairs and trade issues, legal and regulatory considerations, along with a basic understanding of the scientific and technological nature of the study or project. This broad and multi-disciplinary knowledge base is vital to understanding important trends and developments with Sectors, and requires that the Director manage highly specialized project teams (e.g., economists, biologists, engineers, research scientists, etc) so that maximum advantage is gained from their expertise. In turn, the Director must have the both the broad subject matter discipline knowledge and managerial skills.

The Director is responsible for maintaining working inter-relationships with members of professional associations, NGOs and Departmental and inter-departmental committees and working groups that include the RDG in their membership in order to be aware of trends in studies and decision-making fora that may impact on, or contribute to, the senior project work of the sectors/programs.

Guidance of the RDG primarily relates to those executive decisions that seek to integrate and establish common priorities to the work of various Regional Directors and Area Directors; as well as the formal establishment of budgetary resource limits for each of the projects - however, even within such decision the incumbent is expected to develop effective recommendations on project resourcing.

### **Dimensions**

Staff:	Approximately 5
Salary and Operating Budget:	Annual Average of up to \$26M.

### **Specific Accountabilities:**

1. Monitors the Region's legislative and policy environment to identify initiatives, issues, trends and problems, in collaboration with corporate organizations that may require the development of responses from senior regional management.
2. Analyzes complex emerging legislation, and new policies, initiatives, issues, trends and problems, advises senior management regarding the implications of these initiatives, and recommends project approaches in response, including action plans and resource proposals.
3. Provides regional leadership in the ongoing analysis of changing parameters and factors inherent in a wide variety of strategic, corporate and business issues as they affect the management of the Sector.
4. Directs the design of special projects including the action plans, resourcing, targets and goals, as well as sectoral projects with particular emphasis on rapidly breaking issues and priorities of the Government and Cabinet as impact on Sector policies and programs.
5. Provides a senior level of staff expertise on behalf of the RDG in the vetting and response to Ministerial correspondence involving critical priority issues, and coordinates the drafting and submission of Cabinet papers and proposals arising from the assigned projects.
6. Collaborates with other agencies and associations in the planning and conduct of joint studies involving both inter-sectoral and inter-agency contributions, and ensures participants are aware of emerging issues and priorities in order to minimize dysfunctional project planning.
7. Extends professional leadership and coordination to the work of the project staff, as well as consulting agencies.

8. Serves as a member of the RDG's management committee in the development and implementation of regional policy, structure and strategic and operational plans.

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