

EVALUATION RATIONALE

Fisheries and Oceans

Title: **Associate Regional Director General, Pacific**

Bench Marks Referenced:

TB-7-A DG, Executive Director, Atlantic Region

SSA-7-A DG, Regional Operations

KNOW-HOW

G Broad mastery of applicable legislation, policy and Pacific Regional programs to act as the second-in-command to the RDG and share in the management of the Pacific Region.

Thorough knowledge of planning and policy development processes and techniques to lead the region's policy/planning activities. Broad seasoning in and knowledge of central agency and departmental policies and processes to manage the provision of a wide range of HR/IT-IM/finance and administrative services to the region and CCG. Extensive knowledge of the management of harbours, property and infrastructure and the requirements of a varied clientele with competing demands.

Because of the second-in-command role of the position, the Technical and specialized KH requirement equates to that SSA-7-A. It is broader but not as deep as that of TB-7-A; i.e. equivalent on balance.

III As the second-in-command to the RDG, coordinates and manages/shares in the management of programs related to: science; fisheries and aquaculture management; oceans, habitat and enhancement; communications; policy and economic analysis; treaty and Aboriginal Policy; and operations. Directs and coordinates the delivery of a number of policy/planning activities and management services, and manages the region's small craft harbours, related infrastructure and federal property and the provision of support to regional commercial and recreational fisheries and pleasure craft. Coordinates the analysis and resolution of horizontal and crosscutting issues and initiatives across the Pacific Region. Conceptual coordination and monitoring of the property acquisition, engineering and implementation of Small Craft Harbours projects, and the attainment of Small Craft Harbours objectives through joint ventures such as the Canada Works program. Coordination of programs with several provinces and OGDs. Conceptual coordination and leadership of regional program review activities and the continuing merger and harmonization of Coast Guard and DFO functions.

Requirement to coordinate and direct a large number of varied regional activities is equal in weight to the requirement of TB-7-A to manage a narrow range of activities at the DG level.

3 Critical to nurture and maintain relations with stakeholders, provinces, municipalities, OGDs and other client groups, to eliminate or modify entrenched attitudes and approaches to service delivery, and to manage a large number of professional and specialist staff.

700 Middle number is indicative of the specialized knowledge and managerial expertise necessary to manage large, complex, politically-sensitive programs across an extensive region.

Number assigned is consistent with rating given TB-7-A and SSA-7-A.

PROBLEM-SOLVING

F Thinking within broadly defined corporate policies in the shared management of the region and the provision of a wide range of client and internal management services as well as leadership of policy and planning activities. Strong F as a partner in a collaborative, co-management structure.

Somewhat more limited Thinking Environment than that of TB-7-A because of the presence of the RDG.

4 Analytical and constructive thinking in the leadership of the region's policy and planning activities to adapt programs and services to local client needs and competing stakeholder requirements. Constructive and adaptive thinking to plan, develop, implement, maintain, service and administer harbours, related infrastructures and federal property located throughout the Pacific Region. Conceptual coordination and monitoring of the property acquisition, engineering and implementation of Small Craft Harbours projects, and the attainment of Small Craft Harbours objectives through joint venture such as the Canada Works program.

Thinking Challenge is similar in difficulty to that of TB-7-A and SSA-7-A because of SP's role in satisfying the conflicting needs of competing stakeholders and client groups and in integrating organizations with dissimilar cultures and histories.

57 Higher percentage reflects the requirement to develop innovative ways to adapt programs and services to local conditions and clients and the need to make program review decisions in the merger and harmonization of activities. The percentage is also consistent with the strong PS involved in delivering a complex multiplicity of high-visibility programs across an extensive, geographically dispersed region.

Percentage chosen is indicative of Problem Solving comparable in Environment and Challenge to that of TB-7-A.

ACCOUNTABILITY

F Reporting to RDG, is subject to guidance and direction of a general nature in the delivery of a number of policy/planning activities and management services; the management of the region's small craft harbours, related infrastructure and federal property and the provision of support to regional commercial and recreational fisheries and pleasure craft; operational delivery of a wide spectrum of programs and services to a varied and challenging clientele; and the analysis and resolution of horizontal/cross-cutting issues as the second-in-command to the RDG. Replaces the RDG, during which time reports to Associate

DM/DM and manages the full extent of regional resources. Strong F.

Freedom-to-Act is similar in weight to that of SSA-7-A, but somewhat more constrained than that of TB-7-A which reports to the DM full-time.

3P Primary impact on own operations as represented by a budget of \$36.1 million. Pull up toward 4P because of shared management role with regard to entire regional operations (as represented by RDG's budget of approximately \$190 million).

460 Highest number reflects unusually high Freedom-to-Act because of SP's role in co-managing the region (with full financial and HR management authorities), frequent reporting to Associate DM/DM on behalf of RDG, the periodic responsibility to manage the entire region, and accountability for program review decisions. Higher number is also indicative of the impact SP has on the regional communities because of accountability for decisions with respect to aquaculture and harbour development and management.

On balance, the overall rating of Accountability is equal in weight to that of SSA-7-A.

SUMMARY

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It is recognized that the same percentage was assigned for SP as exists for the RDG position. This was felt to be acceptable given the SP's role as co-manager and the commensurate Thinking Environment, as well as the Thinking Challenge provided by the responsibility for the divestment of holdings. Likewise, the two step difference in the evaluation of the Accountability factors of the two positions is also appropriate given the size of resources managed by the SP and the direct reporting to the Associate DM/DM in the RDG's absence.

A2 profile is consistent with the position's dual policy/planning and operational management roles.

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