

EXECUTIVE GROUP POSITION DESCRIPTION

POSITION TITLE: Associate Assistant Deputy Minister, Fisheries Management Policy Transformation

SECTOR: Fisheries and Aquaculture Management

DEPARTMENT: Fisheries and Oceans

POSITION NUMBER: 32486

LOCATION: Ottawa, Ontario

General Accountability:

Is accountable for: providing , DFO, Government of Canada horizontal, and federal-provincial-industry leadership for the transformation of fisheries management policy and culture informing the strategic direction and priorities for the national fisheries management program to move forward on a transparent rules based approach for the conservation and sustainable use of the resource and to obtain not just a scientifically viable resource, but an economically viable sector of the Canadian economy, in partnership with the ADM Fisheries and Aquaculture Management over the period 2007-2010.

Organization Structure:

The Position of Associate Assistant Deputy Minister, Fisheries Management Policy Transformation, is one of 20 senior executive positions reporting to the Deputy Minister. The others are the Senior Associate Deputy Minister, the Commissioner of the Canadian Coast Guard, the Assistant Deputy Minister Fisheries and Aquaculture Management, the Assistant Deputy Minister Oceans and Habitat Management, the Assistant Deputy Minister Science, the Assistant Deputy Minister Policy, the Assistant Deputy Minister Human Resources and Corporate Services, the Director General Communications, the Regional Directors General of Maritimes Region, Gulf Region, Quebec Region, Newfoundland and Labrador Region, Central and Arctic Region, and Pacific Region, two Special Advisors to the DM, the Director General Departmental Executive Secretariat to the DM, the Executive Director FRCC, Director S&T Management Secretariat, and Executive Advisor to the DM .

Specific functions of some of the positions reporting on a temporary basis to the Associate Assistant Deputy Minister, Fisheries Management Policy (FMP) Transformation for the duration of the term are:

FMP Transformation Designate of the Director General, Fisheries Renewal: (Staff of 6) is responsible for leading in the identification of policy and cultural changes required to transform the development and implementation of national policies and programs designed in a manner that will support an “oceans to plate”, eco-systems approach, and a rules based framework for ensuring the sustainable development of fisheries resources in Canada.

FMP Transformation Designate of the Director General, Program Planning and Coordination (Staff of 6) is responsible for developing, recommending and promoting the adoption of identified changes to strategic and long-range planning alternatives for transforming the policy and program objectives and operations related to fisheries management at DFO towards an “oceans to plate”, eco-systems, and resource management sustainable development framework approach to fisheries management; developing and evaluating policy and program alternatives and initiatives that will advance the introduction and management of the department’s transformation agenda for the shared “oceans to plate” and resource management sustainable development framework management of Canada’s fisheries.

FMP Transformation Designates of the six Regional Directors General who will operate within the Sector Management Framework to establish mechanisms that can support the “oceans to plate” and resource management sustainable development framework strategy led by the Associate ADM FMP Transformation and will be responsible in each region for identifying changes in the strategic orientation of fisheries management resources for each Region, their annual business plans, the allocation of fisheries management resources to the Regions, and changes to fisheries management culture and operations for the establishment and attainment of regional objectives and goals that support achieving Departmental, Federal Government, Provincial Government, industry and community “oceans to plate”, eco-systems, and resource management sustainable development framework integrated fisheries resource management objectives.

Nature and Scope:

The Department is engaged in the management of major renewable fisheries resources, scientific and technical, and aquatic and oceans research and management programs of national and international consequence. 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 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 planning and conservation, and fisheries management and enforcement programs, and the management of aquaculture programming.

In recent years the department had been making progress in shifting the emphasis from reactive management and enforcement, to the concept of a sharing of the stewardship responsibility for the conservation of the resource with domestic and foreign/international participants in the Canadian fisheries. However, starting in 2005 a number of issues have arisen that have precipitated the need for a major change in direction in fisheries management and fisheries management policy. The issues that have arisen are:

1. Court decisions that have required revisiting the basis for fisheries licencing and fisheries management as such;
2. The rapidly spreading requirement by foreign private firms and governments for eco-labeling to enter new markets, or to continue having access to current markets),
3. A shifting in the supply-demand balance for a number of species that is drastically changing the economics of harvesting, the economic value of fishing licences and allocations, and the livelihood of fishers, their families, and their communities;
4. The rapid rise in the value of the Canadian dollar in terms of the United States dollar, and subsequent changes in the operational costs of fisheries enterprises including the cost of fuel for the boats and other equipment of the industry.

These issues have awakened the industry participants, the Provincial governments, DFO, and the Government of Canada as a whole to the fact that Canada must act quickly to address these issues changing the nature of the domestic and international market for fisheries products, or face the loss of a major economic sector of the Canadian economy as early as 2010 – if not sooner for some segments.

The problem with taking action is that there are profound changes required in perceptions of what constitutes the management of Canada's fisheries and fish resources, in what organizations must be involved in fisheries management in the future, in what policies and programs must be created to create an environment in which the Canadian fish and fish products sector of the economy can thrive.. DFO alone cannot provide all the answers for the solutions required are beyond the mandate of DFO. To define who must be involved in the management of Canada's fisheries resources in the future, as well as what policies and programs need to be changed or created, one position needed to be created to act as a catalyst for action, as a leader in the federal government and nationally, and that is the position of Associate Assistant Deputy Minister Fisheries Management Policy Transformation.

The position of the Associate Assistant Deputy Minister Fisheries Management Policy Transformation (AADM FMP Transformation) with a transformation team composed of up to twenty-percent of the Fisheries and Aquaculture Management Sector, as well as other resources as will be solicited or may be volunteered from other Sectors of the Department of Fisheries and Oceans and other federal departments at levels to be determined to meet requirements, is being established to lead all federal departments that need to be involved, and the Government of Canada in collaboration with Provincial and Territorial governments, individual communities, industry associations and Aboriginal groups to identify and promote the implementation by public and private organizations of the fisheries sector changes required in fisheries resource management culture, regulation, licensing regulation, industry structure, and barriers to the establishment of viable commercial and recreational fisheries harvesting, processing, and marketing sectors. The mandate of this organization is to identify and lead in the implementation within the fisheries management organizations of DFO and lead the promotion of changes within other organizations, seen as necessary to permit not just the survival of the fisheries sector of the Canadian economy and its dependent communities, but to permit the movement of the fisheries sector and its dependent communities into a new sustainable era of economic viability and prosperity.

The mandate of AADM FMP Transformation is to lead the government-wide review of fisheries management policy and related federal legislation, regulation, policies, procedures, directives, licensing, and regional, national, and international treaties, agreements, protocols, and programs to determine which of these can support an “oceans to plate” approach, eco-systems approach, and resource management sustainable development framework approach to fisheries resource management and which are impediments to achieving the integrated conservation and economic objectives of that approach. However, DFO’s authority for policy change is limited in scope to only those policies within the authority of legislation for which the Minister of Fisheries and Oceans is accountable.

Consequently, the mandate of AADM FMP Transformation will have to be carried out through obtaining the collaboration, in fact with the close cooperation, of all Federal departments with an influence on the future of the fisheries industry as broadly defined in an “oceans to plate” concept (including Agriculture and Agri-food Canada (AAFC), the Canadian Food Inspection Agency (CFIA), Industry Canada, (IC), the Foreign Affairs and International Trade Canada (FAITC), and others), the Provincial and Territorial governments, First Nations and Aboriginal groups, industry organizations, and private firms involved in all aspects of fish harvesting, fish processing, and fish marketing to the consumer.

Given that time is of essence, the AADM FMP Transformation will require exceptional leadership skills to both build the resources assigned to her/him into an effective team with a

single focus, the transformation of the Federal government agencies involved in creating an “oceans to plate” and resource management sustainable development framework fisheries and aquaculture management strategy, and do so in partnership with the affected Provincial and Territorial governments, the recreation and commercial fishing industries – both non-Aboriginal and Aboriginal – and affected communities.

The AADM FMP Transformation must possess a comprehensive knowledge of the DFO roles, responsibilities, and programs, for fisheries management, under the Fisheries Act, other federal legislation (e.g., Oceans Act, SARA, CEAA), and court decisions, and of the unique contributory roles of each of the DFO Sectors, as well as a broad understanding of the roles and responsibilities of the Department’s external partner organizations in the federal, provincial and territorial governments, industry organizations, ENGO’s and Aboriginal and other fisheries dependent communities of Canada and internationally in the Canadian and international fish harvesting, processing, marketing, and fish consuming communities. The AADM FMP Transformation must have strong leadership, change management, managerial, and executive skills combined with a recognized, specialized mastery, in the professional fields of fisheries resource management policy development and coordination, fish processing, fish and fish product marketing, internal and external client relations, federal-provincial relations, international relations, government-private sector and government-Aboriginal relations, fisheries related biological and physical sciences fisheries management, and habitat research on impact mitigation and protection, socio-economic research, market research and analysis, strategic planning, and evaluation in order to lead in the achievement of the creation of an “oceans to plate” approach, eco-systems approach to fisheries, and a rules based decision and monitoring framework for managing fisheries in Canada through the integration by the organizations of the Department, other federal departments, provincial government and private sector and Aboriginal organizations of the implications of scientific, social, economic, and domestic and international marketing considerations in policy and program strategies of the Fisheries and Aquaculture Management Sector and of the Department of Fisheries and Oceans, and on achievement of greater access to foreign markets by the Canadian fisheries resource and fish products sector.

The AADM FMP Transformation will be faced with a number of challenges that must be overcome. The first of these will be to revise fisheries management policy through a new vision for licensing of the harvesting of the fisheries resource to eliminate impediments to economic viability of the industry while ensuring the conservation and sustainable use of fisheries resources and maintaining the independence of the inshore fleet sector. The AADM FMP Transformation will not have the authority to implement, but will have the responsibility to influence those organizations with responsibility to implement the policies and actions to do so. Failure to address this challenge will realistically mean that the fishing industry will not survive the effects of globalization and demographic changes, especially in coastal rural communities.

A second challenge the AADM FMP Transformation will need to address and find solutions to, is the establishment by the several responsible organizations over which DFO does not have authority, but only the ability to persuade, of the mechanisms required to develop and implement a new approach for sustainable fisheries resource management consistent with an eco-systems approach to fisheries resource management and a rules based framework consistent with the precautionary approach. The implementation of these new frameworks will be key to the sustainability of the fisheries resources in Canada and will help the fishing industry secure national and international markets for their products where such markets demand evidence of sustainability of the product and the management regime. Failure to address this challenge will realistically mean the loss of most existing foreign markets for these products, and hence the urgency of addressing this challenge.

A third challenge the AADM FMP Transformation must address is the identification through cooperative mechanisms of a consensus on a common “ocean to plate” and resource management sustainable development framework involving all federal agencies, provincial/territorial governments, and representatives of all industries and communities involved in creating an “oceans to plate” and resource management sustainable development framework to serve as the basis for action by each of the responsible organizations and communities, each in their own jurisdiction or realm of authority to act to develop and at least begin to implement harvesting, processing, and domestic and international marketing strategies, and related plans, processes, and actions to bring that common framework into being for the entire current fisheries sector of the Canadian economy and all affected species by 2009-2010.

The AADM FMP Transformation is a key advisor the Minister, the DM and other senior DFO and federal officials on the “oceans to plate” approach, ecosystems approach to fisheries management, and resource management sustainable development framework integrated strategy for fisheries management policy development, on the initiatives arising there from. The incumbent is frequently requested to undertake representational activities for these officials on matters of major significance for the federal government and Canada, due to the recognition both domestically and internationally as an expert in the issues under consideration. The incumbent directs the coordination of “oceans to plate” approach and resource management sustainable development framework policy and program input to departmental Program Reviews, the preparation of Memoranda to Cabinet, Treasury Board Submissions and other major submissions (e.g. legislative changes with PCO, PMO).

The AADM FMP Transformation is a member of the Departmental Management Committee (i.e. composed of the DM, ADMs and RDGs). The incumbent chairs, or participates on, executive level committees, meetings, conferences, negotiations and other consultative fora with CEO and Minister/DM/ADM level officials of domestic and international public and private sector organizations and institutions with respect to advancing the “oceans to plate” approach and resource

management sustainable development framework for Canadian fisheries resource management and the marketing of their products. These fora can have substantial domestic and international impact.

Dimensions

Primary Budget (up to 20% of FAM Resources for the duration 2007-2010)

Sector Staff:	up to 160 FTEs
Sector budget:	up to \$ 60 Million

Indirect Impact (Canadian Fisheries and Aquaculture sector and communities)

\$12 Billion - Industry value to the Canadian economy- including fish harvesting, processing, recreational fisheries and Aboriginal fisheries; employment of some 125,000 workers, the core industry of more than 200 communities, and the livelihood of more than 500,000 Canadians primarily in rural communities)

Specific Accountabilities

- 1 Provides DFO, Government of Canada horizontal, and federal-provincial-industry leadership for the transformation of fisheries management policy and culture informing the strategic direction and priorities for the national fisheries management program from a science-based single species basis to an “ocean to plate” and ecosystem approach through a resource management sustainable development framework integrated policy and program basis to obtain not just a scientifically viable resource, but an economically viable sector of the Canadian economy.
- 2 Leads and directs a federal government-wide review of fisheries management policy and related federal legislation, regulation, policies, procedures, directives, licensing, and programs to determine and effect changes and reform as may be required to better support an “oceans to plate” approach, an eco-systems approach to fisheries management, and a transparent rules based approach for the sustainable development and use of Canadian fisheries resources through a resource management sustainable development framework. This will include providing the basis for guiding managers on developing supporting policies such as the sensitive benthic areas, forage species, by-catch policy, and others.
- 3 Leads and directs the identification and the implementation of the cultural changes that will be required to transform the fisheries resource management within the federal government through guiding the development of a decision making framework that will

include decision approaches for setting harvest strategies incorporating not just the precautionary approach but also habitat, ecosystem, and consumer preference considerations, through developing integrated fisheries management plans and decision rules, through monitoring and reporting including fishery sustainability reports, and by engaging all stakeholders on this change in fisheries resource management.

- 4 Leads and promotes, in collaboration with other federal, provincial/territorial, industry and Aboriginal groups, the establishment by the several responsible organizations over which DFO does not have authority but only the ability to persuade, of the mechanisms required to develop and implement a new framework for sustainable fisheries resource management consistent with an eco-systems approach and a rules based framework consistent with the precautionary approach, to help industry secure and enhance domestic and international markets for sustainable seafood products.
- 5 Represents DFO in leading and promoting the identification of a common strategy involving all germane federal agencies, provincial/territorial governments, and representatives of all industries and communities involved in creating an “oceans to plate” approach, and eco-systems approach to fisheries management through a resource management sustainable development framework integrating harvesting, processing, and domestic and international marketing strategies, and related plans, processes, and actions to bring these strategies into being for the entire current fisheries and fish products sector that constitutes the “oceans to plate” approach to fisheries resource management.
- 6 Manages the resources assigned with economy, probity and prudence.

CERTIFICATION

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

Incumbent

Date

Signature

Deputy Minister

Date

Signature