

EXECUTIVE GROUP POSITION DESCRIPTION

POSITION TITLE:	Chief Financial Officer (CFO)
DEPARTMENT:	Fisheries and Oceans
SECTOR:	Chief Financial Officer
POSITION NO:	33249
CLASSIFICATION:	EX-4
LOCATION:	Ottawa, Ontario
EFFECTIVE:	March 2009

GENERAL ACCOUNTABILITY

The Chief Financial Officer (CFO) is accountable for providing strategic advice, oversight, financial management frameworks (including assets/procurement), and the capability to support the Deputy Minister in meeting his/her legal, fiduciary obligations while ensuring integrity and sound financial and operational management of the Department (with dollars linked to performance/results), in compliance with the Financial Administration Act (FAA), the new Accountability Act and other applicable legislation, principles of modern comptrollership, and the Management Accountability Framework in accordance with the Government of Canada direction for improved financial management and to support the Treasury Board and the Comptroller General in discharging their mandates with respect to the professionalism of public sector financial management. The CFO is also responsible for vision and direction in the integration of national business planning frameworks and processes (consistent with departmental/federal standards and the policy on Management Resources and Results Structure (MRRS) that establish the links between program planning, resource management, risk management and performance reporting for the Department; for ensuring that the expenditure of resources is linked in the most effective way to delivery of program, evaluation and policy results for the department and for associated DFO policies, processes, procedures, standards, functional advice and guidance.

ORGANIZATION STRUCTURE

The Chief Financial Officer is one of 21 senior executive positions reporting to the Deputy Minister. The others are the Associate Deputy Minister, the Commissioner of the Canadian Coast Guard, the Assistant Deputy Minister Fisheries and Aquaculture Management, the Associate Assistant Deputy Minister Fisheries Management Policy Transformation, the Assistant Deputy Minister Oceans, Habitat and Species and Risk, the Assistant Deputy Minister Science, the Assistant Deputy Minister Policy, the Assistant Deputy Minister, Corporate Services, the Regional Directors General of Maritimes Region, Gulf Region, Quebec Region, Newfoundland and Labrador Region, Central and Arctic Region, and Pacific Region, the Director General Executive Secretariat, the Director General Communications, the Director General, Human Resources, the Director S&T Management Secretariat, the Senior General Counsel and the Executive Advisor to the DM.

Specific functions of the 4 positions reporting to the Chief Financial Officer are:

Deputy CFO and Director General, Finance and Administration EX 03; (staff of 135) , is accountable for the Department's financial resource management through the provision of Departmental resource planning and analysis, as well as financial policies, systems and accounting services; coordination of the regional finance function through regional directors of finance, directing the coordination and preparation of the financial aspects of planning documents for submissions to Treasury Board and Parliament. The Deputy CFO and DG is also accountable for the management and stewardship of capital assets, developing appropriate life cycle analysis and investment approaches to all capital assets, managing the procurement process of the department, ensuring that effective controls, oversight and transparency in the acquisition of the department's goods and services and for developing, negotiating and implementing resource strategies and plans for the Department in support of its mandates and objectives; ensuring accurate preparation of Main and Supplementary Estimates for Parliament and allocating budgets throughout the department, monitoring and realigning as per existing business rules and DMC direction; and supporting the CFO in providing expert advice to the Minister, Deputy Minister, Assistant

Deputy Ministers and other senior management of the Department. Provides Secretariat services to the department's Finance Committee.

Director General, Corporate Planning and Risk Management; EX 02; (staff of 19)

Is accountable for championing, developing and guiding the implementation of DFO's corporate risk management strategy and Integrated Risk Management (IRM) Framework; providing leadership to develop and implement modern governance and management practices across DFO to address GoC priorities for strengthening and modernizing Public Service management, managing for results and implementing TBS's MAF; monitoring DFO's management performance and overseeing the whole-of-department assessment against the MAF; directing DFO's IRM and MAF Networks comprised of representatives from all Sectors, Regions, the Canadian Coast Guard and functional areas; planning and conducting special Comptrollership and Accountability projects of a cross-cutting nature or of a magnitude that the DM and CFO want corporate departmental leadership and oversight; providing full secretariat services to the Department's Integrated Planning Committee; leading and managing the Department's business planning processes: ensuring effective Departmental business and operational planning, performance measurement and reporting, and development of related departmental documents (including Report on Plans and Priorities, Departmental Performance Report) .

Director, Program Planning and Co-ordination (staff of 5), is accountable for: planning, directing and overseeing the Sector's business and operational planning cycle including the development and implementation of integrated national business management frameworks and processes (consistent with departmental/federal standards) that establish the links between planning, resource management, risk management and performance reporting for the Finance Sector; ensuring the integration, coordination and consistency of activities across the Sector and with the Regions; ensuring maximum horizontal coordination, consistency and cohesiveness of Sectoral and/or Departmental responses to central agency initiatives, reviews and other emerging issues; ensuring that program monitoring and evaluation frameworks provide effective support to the full range of programs and service delivery activities as reflected in Service Level Agreements with CCG and other client Sectors; providing a challenge role and identifying opportunities for coordinating and improving operations and creating linkages among Sector, Regional, departmental, and government-wide initiatives; providing strategic advice, analysis and options to the CFO on complex and cross-cutting program management and service delivery issues; being a focal point for the consolidation of input to departmental reports and contributing to the development of corporate responses to emerging issues.

Director, Evaluation (staff of 15) accountable for: directing the planning, conduct, monitoring and reporting on DFO's departmental risk-based evaluation frameworks and evaluation studies; directing the development and implementation of evaluation standards, processes and tools; providing expert advice on the development and implementation of results-based management and management accountability frameworks and evaluation tools; providing strong functional direction for Program Evaluation across DFO, including overseeing and ensuring the viability of such activities conducted at the Branch level; presenting the results of Program Evaluation studies linked back into the department's policy and program organizations and their senior managers and providing Secretariat services to the Departmental Evaluation Committee (DM level) and also representing DFO in all dealings with TBS and other central agencies on program evaluation matters.

NATURE AND SCOPE

The Department of Fisheries and Oceans (DFO) is engaged in the development and delivery of policies and programs in support of Canada's economic, ecological and scientific interests in marine, estuarine and freshwater 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 aquatic resource management consequence.

Within the federal government context, the Government of Canada has recognized the need to renew and strengthen financial control and overall management in government, due to: greater interest of financial and management matters from Canadians and Parliament; instances of failure of financial control and management framework; increasing complexity of transactions and reporting requirements; call from stakeholders for increased transparency of financial and performance information; insufficient financial and management expertise and capacity (skills and number) to match increasing demand; and high profile of financial management issues at the executive table in both public and private sectors.

To address these concerns, the Government of Canada has implemented a number of initiatives to strengthen accountability, operational and financial management/control in government. Parliament has passed the new Accountability Act, which holds the Deputy Minister responsible for the prudent and proper spending, management, and control of all departmental financial resources. To further ensure strict financial prudence, probity and transparency, the Office of the Comptroller General has been re-established. And now, each department must have a Chief Financial Officer (CFO), to support the Deputy Minister in his/her legal, fiduciary obligations under the Accountability Act, and the planning, management and control of finances and operations of the Department. In addition, the government wide Management Accountability Framework, Program Activity Architecture, Management Resources and Results Structure, and the new TB Expenditure Management Information System will enable virtually “real time” reporting and precise intelligence on the on going costs (of both physical asset usage and financial expenditures) of the day-to-day results and performance of all departments. Central agencies and Parliament will use this knowledge for continuous monitoring, as well as decisions on the funding of competing priorities for appropriations within the federal government. Hence, to successfully compete for funding, DFO must continuously demonstrate enhanced control and stewardship of financial resources, and link these to cost effective results, outcomes and performance.

It is within this context that the Chief Financial Officer (CFO), is accountable for ensuring the necessary infrastructure and expertise are in place to achieve effective financial planning, management and control of all departmental programs and business lines, and enable the Deputy Minister to meet his/her legal, fiduciary obligations under the Accountability Act and the Financial Administration Act. In this role as the departmental financial expert, the CFO is the single point of accountability reporting to the Deputy Minister, and operates as a senior member of the Deputy Minister’s executive management team. The CFO will also be legally accountable, and has the key roles of functioning as the strategic advisor to the Deputy Minister, as business planner, partner and integrator, as the financial advisor to the Deputy Minister, Associate Deputy Minister, the Commissioner of the Canadian Coast Guard and Assistant Deputy Ministers, and as the lead executive with Central Agencies and other stakeholders for all financial management and program financing. In addition, in the Stewardship role for financial management, the CFO is responsible for financial policy framework and standards, financial performance and evaluation, and financial accounting and reporting. In discharging these roles, and in accordance with the Government of Canada model for improved financial management, the CFO has accountability as the financial expert of the executive team which supports the Deputy Minister in the planning, management and operations of the department.

To provide the foundation for prudence, probity and transparency in all facets of departmental investment and finances, and to ensure effective planning, management, and control of the department’s resources (including procurement and asset management) to achieve departmental programs and objectives, the CFO provides strategic direction with respect to the development and implementation of an integrated, corporate financial management framework which is both consistent with, and reflective of, the principles of modern comptrollership. Within the context of the corporate financial framework, the CFO oversees the development of policies, systems, procedures, controls and standards, consistent with Government legislation, policies, and directions, that serve to guide the delivery of professional, cost-effective internal financial services. Given the diversity of departmental business, the large expenditures involved, the high risk and unusual variety of funding mechanisms, the ability to establish the appropriate framework, policies, and controls that will support the

Deputy Minister and departmental management, and provide assurance with respect to the effective financial management of the Department, poses a significant challenge for the CFO.

Within the context of modern comptrollership, the CFO is required to develop and maintain effective financial controls and enforce corporate comptrollership over departmental expenditures. This requires the CFO to provide the leadership in advancing the use of a more corporate and systemic approach to resource management through developing and implementing effective corporate resource planning and allocation, resource management, and performance reporting models and supporting instruments, that will link dollars to performance and results, so that managers can better prioritize, plan and meet operational goals to achieve their respective results, in a financially prudent and responsible manner. This is essential in order to provide the leadership across the Department to allow for continuing improved resource management and performance management in the expenditure of public funds.

The CFO is responsible to provide a comprehensive, professional financial management planning and analysis capability and a full suite of financial accounting and reporting services to support all programs and business lines across the department, including functional direction to the Regions over their financial operations and in the development, management and monitoring of their business and operational plans. The incumbent is also required to provide a review, analysis, and challenge function with respect to the aggregation of financial components of all business and/or operational plans. This is critical to support management and the Deputy Minister to ensure that financial proposals are in line with established objectives and represent sound financial planning and management.

The CFO is called upon to ensure that financial risks have been assessed, that financial authorities are respected and that efficient and effective control mechanisms are in place while exhibiting and embedding the values and ethics of the department. The CFO performs a challenge function with respect to the analysis of all departmental financial investment and resource allocation proposals to provide the Deputy Minister and management with the assurance that recommended proposals are in line with Departmental strategies and priorities, with Government objectives, legislation and policies, are consistent with accepted financial practices and respect the principles of financial prudence and probity. In the same vein, the CFO is responsible for the exercise of due diligence with respect to all TB Submissions and other similar documents prior to their release. Equally important is the responsibility of the CFO in discharging the Departmental comptrollership responsibility to sign off on all new spending initiatives in the department ensuring that all departmental expenditures reflect the observance of not only legislation, but also, accepted financial principles and practices.

In addition to the foregoing accountabilities typical of all departmental CFO's, this position also has the major accountability to provide executive leadership for the development, implementation and monitoring of the Department's business and operational planning and reporting processes, including the key authority/accountability frameworks, and planning instruments (such as the Departmental Management Accountability Framework-MAF and the Program Activity Architecture-PAA). The CFO is directly accountable for the Departmental Business and Operational Plans and for reporting departmental planning and reporting documents to central agencies and Parliament, including the Report on Plans and Priorities and the Departmental Performance Report. In this role, as the planning/reporting expert, the CFO exercises a challenge function with respect to sensitive and controversial files, provides critical assessment of departmental performance, determining risk and compliance to the new Accountability Act.

As both the Departmental CFO and the departmental planning/reporting authority, the incumbent provides both comptrollership direction and accountability tracking and performance/results measurement expertise, when recommending for approval the Main and Supplementary Estimates, the Report on Plans and Priorities, the Departmental Performance Report, and many other Departmental documents to central agencies and Parliament. This requires the incumbent to prepare and recommend for approval all the Department's major planning and reporting documents, to ensure consistency with Departmental strategies, objectives and priorities, and to meet the requirements of the Accountability Act, other federal legislation, policy and systems direction (such as the Government's Expenditure Management System). As well, the incumbent presents the Departmental plans,

reports, and financial requirements associated with these instruments (on behalf of the Minister, the Deputy Minister and the Associate Deputy Minister) to the Treasury Board Secretariat and, as required, appears as a witness before Parliamentary Committees or other fora associated with the voting by Parliament of Departmental resources. Given the importance of these documents in establishing Departmental plans, requirements, and reporting on results, and their use by Parliamentarians to decide on future funding, and hold departments to account for the allocation and management of public funds, the leadership of the CFO in ensuring that both the content and financial integrity of these instruments, is critical to the successful operations and credibility of the Department.

The CFO is responsible to ensure that the Department has the skilled resources and expertise to effectively discharge the roles of service provider and functional direction to the Department in finance, planning/reporting, performance measurement, evaluation and risk management and this is particularly challenging given the situation of an aging work force, with both numbers and skills depleted over the past decades as a result of downsizing, and an unprecedented supply shortage of available, trained financial, procurement and evaluation experts, particularly within the National Capital Area.

The CFO is expected to provide the leadership for the priority-setting and implementation of managerial and professional concepts and objectives in order to continually enhance the overall effectiveness and efficiency of the practices employed by the Sector in fulfilling its mission and objectives. The incumbent is further called upon to provide direction for the management of change so that the Sector is responsive to government reforms and other initiatives affecting its mandate. The CFO is accountable for setting the Sector's corporate strategies and priorities, approving financial and human resource budgets, managing organizational and senior level staffing changes and the establishment and reinforcement of a corporate culture that promotes a positive, productive work environment.

The CFO provides the leadership to ensure that the Sector's corporate strategies, operational plans, and human resources management plans are structured such that they will provide the direction for the long term viability of the organization, while at the same time are flexible enough so that they can be readily adjusted to respond to the various external impacts that affect the operation. The CFO must also ensure that the appropriate policies, procedures and practices are in place to provide for the effective management of the Sector.

The CFO is the Department's principal representative with Central Agencies for all matters related to departmental financial strategies, business and annual plans, reports including negotiations with the Treasury Board Secretariat, and is mandated to review and sign off on all MC's and Treasury Board Submissions. In this capacity, the incumbent will have a functional relationship with the Office of the Comptroller General and will be in frequent contact with senior officials of the Treasury Board Secretariat, the Privy Council Office, the Department of Finance, and the Office of the Auditor General, in dealing with planning, reporting, and financial management matters.

The CFO chairs the Financial Management Committee (FMC), whose mandate is to advise the Deputy Minister and the Departmental Management Committee (DMC) on departmental financial and resourcing strategies, controls, Departmental funding frameworks, budgeting/allocations issues, and resource implications of policy changes, and to support the CFO in the overall delivery of the comptrollership functions. The CFO chairs other DFO committees of senior managers and executives aimed at advising the Deputy Minister and DMC on departmental risk management, performance/results linked with costs, business and operational planning. The CFO provides strategic and operational advice to the Deputy Minister and departmental senior management areas of responsibility, and is in regular contact with the Deputy Minister, Associate Deputy Minister, Assistant Deputy Ministers, and Commissioner of the Canadian Coast Guard and, as required, with the Minister. The CFO also works closely with, and provides advice to the Regional Directors General to ensure that each region is equipped to deliver financial, planning, reporting, procurement and asset management, resource planning and management in the most effective and efficient manner.

As a key member of the DMC, and the Chair of the Financial Management Committee, the CFO participates with other members of DFO's senior management team in contributing to the overall effectiveness of departmental programs and participates in the departmental decision-making process regarding the current and future business and operational direction for the department. The CFO also contributes to government-wide policy development in the areas of responsibility through participation on inter-departmental and Treasury Board/OCG-led committees, and defends DFO positions.

Through his/her roles and accountabilities within DFO, the CFO influences whether the Deputy Minister can meet his/her current and evolving legal, fiduciary obligations under the Accountability Act. The CFO also impacts strategic departmental directions, planning, priority setting, policy, and the effective management of all resources and major issues, but also affects current and future stewardship of resources and measurability of operational effectiveness.

DIMENSIONS (2007-2008)

CFO Sector

Staff:	174 FTE's (Regions: 250 FTE's)
Salary:	9.232Million
O&M:	4.163Million
Total:	13.4 Million

Departmental Contributing Impact:

Staff:	10,453 FTEs
Operating Budget:	\$ 1.74 billion
Capital Budget:	\$150 Million
Grants and Contributions:	\$80 Million
Revenues:	\$0.1 Billion
Assets Value:	\$9.4 Billion

SPECIFIC ACCOUNTABILITIES

1. Provides strategic advice and oversight on management of the department's financial resources and ensures the necessary infrastructure and expertise are in place to achieve the effective resource linkage to performance/results, and financial planning, management, and control for all Departmental programs and business lines, and support the Deputy Minister in meeting his/her legal, fiduciary obligations. This includes leadership for the development and implementation of the corporate resource management frameworks (spanning policies, procedures, financial and other controls, and systems).
2. Provides both business and operational leadership with respect to the development and management of the financial components of critical corporate/business planning and reporting instruments (Report on Plans and Priorities, Departmental Performance Report and other associated planning/budgeting instruments); ensures that the mechanisms are in place to report to the Deputy Ministers, the TBS and the OCG with respect to the attainment of financial commitments, and on the implementation of TB-approved financial management policies, directives and standards.
3. As the Department's Chief Financial Officer, provides authoritative recommendations to the Commissioner of the Canadian Coast Guard, ADMs, the DMs and Minister on major corporate financial/resource management processes, transactions, strategies and high level decisions involving these factors to ensure an integrated and holistic approach across the department and prudent courses of action for financial and resource issues that comply with financial, comptrollership and legal principles.

4. Directs the development and implementation of financial management systems, policies, internal controls, standards, processes and practices for the department, oversees the integration of these systems and policies into strong and effective overall corporate resource planning, management and performance reporting models, and enforces comptrollership over departmental expenditures at the corporate level.
5. Provides a comprehensive, professional financial management and analysis capability to the department, and financial accounting and reporting services, to support all programs and business lines, including functional direction to the Regions, in the management of their financial operations, and in the development, management and monitoring of their business and operational plans; and oversees the review, analysis, and challenge with respect to the financial components of all departmental business and/or operational plans.
6. Represents the Department in discussions and negotiations with the Treasury Board Secretariat on all matters relating to Departmental presentation of planned or reported performance/results/outcomes, links to expenditures and other resources, Departmental financial management, and other issues.
7. The CFO chairs the Financial Management Committee (FMC) and provides secretariat services to the Departmental Evaluation Committee aimed at advising the Deputy Minister and Departmental Management Committee (DMC) on departmental risk management, performance/results linked with costs, business and operational planning.
8. As the Departmental Chief Financial Officer and planning/reporting authority, discharges a challenge function on all departmental financial investment and resource allocation proposals to provide the Deputy Minister and management with the assurance that proposals are in line with Departmental strategies and priorities, with Government objectives, legislation and policies, are consistent with accepted financial and planning/reporting practices, and respect the principles of financial prudence and probity, performance/results measurement, and information integrity.
9. Manages the resources of the Sector with economy, probity and prudence, consistent with Departmental and Government objectives; and provides exemplary leadership in demonstrating the corporate values and ethics of the Government of Canada.

CERTIFICATION

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

Chief Financial Officer

Date

Deputy Minister

Date