

POSITION DESCRIPTION

POSITION TITLE: Assistant Deputy Minister, Fisheries and Aquaculture Management

SECTOR: Fisheries and Aquaculture Management

DEPARTMENT: Fisheries and Oceans

POSITION NUMBER: 4826

LOCATION: Ottawa, Ontario

General Accountability:

Is accountable for: establishing the strategic direction and priorities for the national fisheries and aquaculture management program; ensuring the development and implementation of the new Sector policy and management framework and associated national standards; negotiating priorities, resource allocations goals and objectives and associated business plans with the Regional Directors General; allocating the resources and monitoring the overall fisheries management performance of the Regions, and overseeing the strategic implementation of innovative approaches to the management of the Canadian fisheries resources and aquaculture across the Sector.

Organization Structure:

This is one of twenty senior executive positions reporting to the Deputy Minister. The others are Commissioner, Canadian Coast Guard; Assistant Deputy Minister, Science; Assistant Deputy Minister, Policy; Assistant Deputy Minister, Human Resources and Corporate Services; Assistant Deputy Minister, Oceans & Habitat; Director General, Communications; Regional Directors General [6]; the Executive Director, Fisheries Resource Conservation Council; Special Advisors to the Deputy Minister (4); the DG, Departmental Executive Secretariat, the Director, Science & Technology Management Secretariat and the Executive Advisor to the DM.

Specific functions of the positions reporting to the Assistant Deputy Minister, Fisheries and Aquaculture Management are:

Director General, Conservation and Protection (Staff of 22) is responsible for directing the development, application and assessment of policies and programs for the national enforcement program to encourage and verifying compliance with legislation, priorities and management plans for the conservation, protection, and sustained economic utilization of the fishery resource and its habitat.

Director General, Aboriginal Policy and Governance (Staff of 23) is responsible for developing and monitoring the implementation of corporate policies and strategic plans for aboriginal issues affecting the Department including the negotiation of land claim settlements, constitutional and self-government questions; and ensuring that Departmental fisheries management program respect aboriginal and treaty rights.

Director General, Resource Management: (Staff of 31) is responsible for directing the development and implementation of national policies and programs designed to support the sustainable development and economic management of the fisheries resource.

Director General, Program Planning and Coordination (Staff of 29) is responsible for developing, recommending and coordinating strategic and long-range planning alternatives for the Sector at the corporate level; developing and evaluating policy and program alternatives and initiatives that will advance the introduction and management of the department's innovative agenda for the shared management of Canada's fisheries; strategic coordination, planning and support in the reform of fisheries management policies involving a series of complementary objectives to modernize approaches and to reshape the Department's approach to fisheries management nationally coordinating and evaluating the Sector's programs; establishing and maintaining productive working relationships with corporate services and central agencies, and for recommending resource allocations and program forecasts.

Director, General, International Affairs (Staff of 22) is responsible for the planning, development, implementation and maintenance of all policies, programs and strategies required at the international level to achieve fisheries management objectives.

Executive Director, Aquaculture Management (Staff of 20) is responsible for promoting appropriate responses from the Government of Canada to create conditions for the development of an environmentally sustainable and internationally competitive Canadian aquaculture industry

The six Regional Directors General operate within the Sector Management Framework which is led by the ADM. This new Management Model, initiated by the DM, establishes the strategic orientation for each Region, the annual business plan, the allocation of resources to the Regions, guides the fisheries and aquaculture management program and the attainment of set objectives and goals within the Sector's sphere of influence.

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.

The Department, in the past, relied on developing and administering regulations to carry out its responsibilities for management and enforcement of the fisheries and its habitat. However, in response to the increasing emphasis which the government is placing on creating and maintaining partnerships with stakeholders in the management of the common resources and the simplification and administration of legislative/regulatory frameworks and processes, DFO has embarked upon a series of legislative, policy and program reforms and reorientations. These will shift the emphasis from reactive enforcement to the concept of a sharing of the stewardship responsibility for the resource with domestic and foreign/international participants in the Canadian fisheries. This change in the Department's operating philosophy and policy will have a profound effect on its culture and strategic orientation, as well as on its domestic and foreign clients, stakeholders and partners, as the policies governing this resource directly affect industry investment and returns, people's jobs, communities and way of life, which in many cases is totally dependent on the fishery, and traditional and long-standing socio-economic values and patterns.

The Department is committed to implementing the new government priorities of establishing fisheries that are environmentally sustainable and economically sustainable and self-reliant, and of resolving long-standing issues such as overcapacity, irresponsible and non-selective fishing practices, and in many cases marginal returns from the market place for federal and private investment. This will be achieved through a fundamental policy/program shift which will result in the Department setting the standards for sustainable utilization of the fisheries resources, and increasingly shifting the responsibility for the implementation of the standards being devolved to industry. DFO's public policy, standards development and fisheries management monitoring, audit and final enforcement role would be clearly separated from the users' responsibilities to self-manage and to fund and implement measures to enforce responsible harvesting and compliance with DFO standards and policies.

The cost of complying with standards for sustainable utilization would be fully the responsibility of users, including the cost for DFO to monitor, test and audit the compliance systems established by users. The Sector would offset operating costs by charging cost recovery for the approval of licences, resource rents and other services provided. A major benefit of the new approach is that industry will become accountable to the owners of the fisheries resource (i.e. the Canadian public) for its sustainable use.

As part of DFO's Program Review response, the DM consulted extensively with the department's senior management team and established a new Management Model and Framework. It has redefined the roles and responsibilities of Sector ADMs and the Regional Directors General.

Under the new model, the ADM, as a Sector Head, is responsible for providing leadership in ensuring the effective and consistent national implementation of the Sector Management framework. This requires the ADM to negotiate a Service Level Agreement with each RDG which sets the strategic direction for their Region's program (e.g. objectives, policies, national structural framework, performance criteria, etc.). The ADM also reviews the annual Fisheries and Aquaculture Management business plan with each RDG (e.g. performance targets, agreed results, etc.), and monitors regional performance and resource utilization.

The ADM is responsible for the broad structural configuration for the Sector's national delivery, including developing and implementing: the legislative and regulatory framework; the broad national organizational and administrative framework (e.g. Human Resources, Finance, Informatics, Accommodation, Administration, etc.); measures to monitor and evaluate performance and establish the degree of client satisfaction with national and regional/local service delivery, and mechanisms to ensure capital assets and other equipment and facilities are provided and optimize the implementation of the Sector's innovative fisheries management regime and ongoing operations, and other corporate-driven strategic policy/program initiatives.

In this rapidly evolving context driven by both internal and external, and domestic and international dynamics that the ADM is responsible for providing national leadership in developing and implementing the new Sector Management framework within DFO, and the new partnership and service delivery arrangements and contracts and federal/Canadian fisheries management regime, with domestic and international organizations and institutions. These changes will fundamentally reorient the Department's current strategic priorities and objectives, business lines and inter-Sectoral linkages, as well as its legislative, regulatory and service delivery frameworks and business relationships with domestic and international clients, stakeholders and partners.

The scope of the ADM's mandate is wide and the incumbent must, during the transition from the traditional policy/program frameworks and activities to the implementation of the new orientations, ensure the ongoing provision of current operational activities and services. This constitutes a major challenge as the ADM must maintain traditional functions and levels of service while:

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- i. the DFO and the Canadian fisheries resource bases are both under stress and face major reductions;
 - ii. developing the new legislative/policy/program frameworks and resource allocations to reorient the Sector and its five regional components from the hands-on management of all aspects of the Canadian fisheries to a role which stresses policy and standards development, expert consultant/advisor services, facilitating the transition and devolution of planning and management responsibility to clients, auditing/evaluating industry compliance with DFO policies and standards, and final enforcement;
 - iii. negotiating major changes in arrangements and agreements with domestic and international clients, stakeholders and partners for a new fisheries management regime under which DFO will define the nature and level of program activities and services it will deliver and the responsibilities that users will perform in exchange for access to Canada's fisheries resources.

The ADM must direct and coordinate the strategic review of the current DFO fisheries management regime, and those utilized in other jurisdictions and countries, and by competitors for the resource, to identify options with respect to the management of the fishery to meet the critical challenges which it faces until well into the next century (e.g. reduced program funding and service delivery capacity, greater demands for access to the shrinking resources from all clients, stakeholders and partners, need to reorient traditional harvesting and processing practices to utilize the resource more effectively and enhance the sustainable exploitation of Canadian fishery stocks, the need to provide the best economic return for participants in the Canadian fisheries, and dealing with environmental pressures as well as illegal or overfishing by Canadian or foreign enterprises and fishermen). This will lead to the development of major legislative and policy submissions for presentation to, and approval by, Cabinet and Parliament. These initiatives will, in order to attain the needed buy-in of clients, stakeholders and partners, involve extensive consultation with private and public sector and non-governmental organizations and entities at the local, regional, provincial, national and international levels.

The ADM provides the corporate leadership to define the vision and to formulate and implement the policies and strategies that will transform the current reactive custodial fisheries management regime into a proactive stance. These innovative strategies will need to encourage participants in Canada's fisheries to undertake an increased self-regulation role and to utilize the fisheries resources in a responsible fashion that will enhance the regeneration and sustainable utilization of this vital economic and food resource. This requires overcoming the traditional and entrenched positions of opposed user groups (e.g. foreign and Canadian commercial fishing industry, Aboriginal and recreational fishermen). Until the new co-management arrangements for the various national and international fisheries are finalized and implemented to the satisfaction of the Department, the ADM will need to oversee the preparation of annual plans to ensure the orderly and legal harvesting of the affected resources. The incumbent must ensure that the plans reflect the Department's strategic objective of the shared management of the fishery, the evolving legislative and regulatory base, the overall government agenda with respect to regulatory reform, the environmental sustainability of the fisheries resource and the economic sustainability and self-reliance of the Canadian fisheries' harvesting industries.

The incumbent develops the regulatory plan in concert with other DFO HQ and regional organizations and also ensures appropriate consultation with involved external clients, stakeholders and partners. As the leader of the fisheries management business line, the ADM establishes the program's service requirements from the Science Sector to ensure the scientific effort considers all relevant factors and provides authoritative data and information on which to establish resource allocations and fishing management plans for the various users, including foreign fishing fleets. This regulatory activity includes the strategic deployment of personnel and of equipment, vessels and aircraft owned or leased by DFO, or obtained through collaborative arrangements with OGDs, other domestic and foreign levels of government and the private sector.

The ADM must provide leadership to the formulation and implementation of programs and policies that will support the renewed fisheries and aquaculture management regime. This requires the incumbent to direct the assessment of current, and the formulation of new, program/policy instruments that will be required to support innovation. This involves detailed liaison with the regions, PCO and involved OGDs as well as with a wide range of domestic and international public and private sector organizations to educate them on the Department's new priorities and orientations, gain their understanding, foster support and obtain their input, and to consult and negotiate with them in order to attain acceptable solutions on major issues while still recognizing the DFO/federal or Canadian position. The incumbent oversees the analysis of the long term direction of the national fisheries management program, and ensures that the formulation of program policies is consistent with governmental and Ministerial policy direction. A major challenge in this regard is directing the development of processes and instruments to oblige users to comply with standards for sustainable utilization through establishing conditions of access to the resources (i.e. new licensing regimes), levels of degree of access (i.e. innovative approaches to TACs or harvest levels) and degrees of penalties for non-compliance that will be accepted by domestic and foreign users and involved organizations and can be enforced and upheld in the face of legal challenges.

The ADM formulates and recommends, based on the corporate analysis and assessment of a number of sectoral and enterprise areas, strategies and initiatives to obtain the maximum economic benefit from a sustainable fishery resource and from federal investment in these economic sectors. This requires the incumbent to direct the development and application of frameworks to identify and evaluate the impact of program inputs, outputs and results in such areas as harvesting, processing, aquaculture, recreational fishing, Aboriginal fisheries and domestic and international markets. In this role, the incumbent is responsible, as the recognized federal corporate authority, for the evaluation of proposed federal interventions or funding initiatives of OGDs to ensure their cost-effectiveness, the value for money and the compliance with DFO and overall government priorities for the fisheries resources and dependent industries and communities. The ADM is also directly accountable for ensuring the viability of the business case proposals concerning the shared management of the fisheries with provincial/territorial/foreign governments, international organizations and the private sector. In the business analysis area the ADM must ensure the appropriateness of the business strategies, goals and results of the Crown Corporations for which the Minister is responsible and provide recommendations on the strategic reorientation of their program delivery to more effectively meet the government's new fisheries' agenda and priorities.

The ADM is the key federal official concerning the development and implementation of integrating mechanisms to support the development and introduction of the shared fisheries management regime. This requires the incumbent to direct the development and implementation of management processes and consultative and intelligence networks for the Sector that will ensure that appropriate linkages exist with other Sectors, the Regions and domestic and foreign public and private sector clients, stakeholders and partners. The incumbent provides leadership for the Sector in developing and implementing inter-Sector, interdepartmental, intergovernmental, international and federal-industry strategies and initiatives.

The ADM is responsible for developing the analytic mechanisms and processes to identify and address issues which cover the broad spectrum of the Sector's activities. This requires the incumbent to develop and implement strategies and initiatives to advance the integration and harmonization of Sector and inter-Sector activities in the areas of policy development, scientific research, habitat management, industry services, international affairs, market analysis and inspection. This involves the incumbent in issues related to underutilized species investments and policies, recreational fisheries, Aboriginal fisheries, aquaculture industry initiatives, product and processing technology innovation and marketing initiatives, and international business development relations. The ADM must, therefore, have not only extensive management knowledge and expertise but a broad mastery of fisheries and habitat management, conservation, protection, development, related scientific and technical disciplines, international affairs, federal-provincial/territorial

relations, business/investment analysis, consolation, negotiation, enforcement activities by land, air and sea and of domestic and international legal processes.

The ADM directs the development of analytic frameworks and makes recommendations to the DM, the Minister and Cabinet concerning the investment of public monies in the fishery. This requires overseeing the development and application of sophisticated analytic instruments with respect to national and international markets, industry capacity and the state of the resource to make authoritative recommendations regarding the allocation of the Department's scarce program funds. The incumbent establishes strategies and initiatives to develop cooperative arrangements and partnerships with other government departments such as ACOA, FAITC, CIDA, Agriculture Canada, other federal institutions such as the CCFI, other levels of government, unions, associations and institutes in order to develop innovative approaches to leverage funds to the best advantage of the Department.

A major issue for the ADM is the need to design initiatives to effectively promote responsible fish harvesting in Canada and internationally. The incumbent oversees the Sector's processes and mechanisms to address a number of industry related issues such as conservation technology reviews, codes of conduct, industry technology transfer, training, fishing gear selectivity, green projects and coordinates the linkage with industry renewal initiatives.

The enhanced profile and attention to Aboriginal fisheries, self-government demands and land claim settlements require the ADM to develop a more focussed and proactive program to deal with Aboriginal fisheries issues in these areas of federal government responsibility. The ADM is the departmental spokesperson with regards to the formulation of the integrated federal position for negotiations concerning self-government and land claim issues. The incumbent also develops the policy strategies to address the issues raised by the harvesting of fish by Aboriginal peoples and the fiduciary relationship that exists between federal government and native people. The Aboriginal Fisheries Strategy is a major policy initiative directed nationally by the incumbent to assist the native peoples in the proper and sustainable exploitation of allocated resources and which it is intended will eventually lead to the agreements with First Nations on aboriginal fishing rights and issues.

The ADM is a key advisor the Minister, the DM and the Senior Associate DM due to the high public profile and socio-economic importance of the Sector both in Canada and internationally. 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 issue under consideration. The incumbent directs the coordination of Sector 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 ADM is a key member of the DFO management team and the position's input is essential to the total reorientation of the DFO legislative, policy, management and procedural frameworks due to the integral importance of the Sector to the overall departmental mandate. The ADM is a member of the Departmental Management Committee (i.e. composed of the DM, ADMs and RDGs; reviews and adjusts program operations). 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. These fora can have substantial domestic and international impact (e.g. closing of domestic fisheries, negotiation of allocation and conservation regimes at the international level). The incumbent also represents Canada, as a Governor-in-Council appointment, on several international commissions.

Dimensions

HQ Staff	150 FTEs
HQ Budget:	\$12 Million Salary
	\$50 Million O&M
Sector Staff:	1600 FTEs

Sector budget:	\$320 Million
Canadian harvesting industry:	23,000 vessels and 50,000 workers
Canadian processing industry:	650 plants and 75,000 workers
Landed value:	\$2.2 billion - fish and fish products (1.2 million m.t.)(2004)
Processed value:	\$5 billion - fish and fish products
Aquaculture output:	\$500 million (2001)
Recreational Fishing Industry:	\$5.9 billion
Aboriginal Fisheries	Approximate value - 5% of commercial fishery

Specific Accountabilities

1. Directs the fundamental reorientation of the Sector's program activities and service delivery, and its strategic interface with other Sectors of DFO, and with domestic and international public and private sector clients, stakeholders and partners, to effectively implement the government, Ministerial and departmental initiatives and priorities for the Sector.
2. Directs the strategic analysis of Canadian and international fisheries and aquaculture management regimes to identify cost effective opportunities to introduce innovative policies, planning and procedural approaches and frameworks, related systems and processes that will alter the roles the Department and its domestic and international clients, stakeholders and partners play in the continuing environmentally sustainable management of Canada's fishery resources and to reorient the Canadian fishing and aquaculture industries to achieve the federal goals of economic sustainability and self-reliance.
3. Directs the development of the new Sector legislative, policy, procedural and management frameworks and its input to such departmental frameworks in order to enhance the implementation of the new corporate priorities, advance the introduction of innovative service delivery and fishery and aquaculture management program alternatives, and ensure the Sector's positions and priorities are well articulated and considered.
4. Establishes, on behalf of the DM the Sector management framework, including negotiating the service level agreement and associated annual business plan with each RDG, assessing the program requirements for each Region, negotiating the allocation of resources from the Sector's total national allocation approved by the DM, functionally guiding, monitoring and evaluating the regional performance and program delivery, and leading national sector-wide initiatives such as the reorientation of the service delivery, and the negotiation and implementation of new shared resource-management contracts with domestic and international clients.
5. Conducts authoritative representational, negotiation, advocacy and consultative activities and establishes extensive intelligence networks with other Sectors of DFO, federal central agencies and departments, provincial and territorial governments, aboriginal associations, industry, unions, fisheries and aquaculture associations and other domestic and international public and private sector organizations, to advance Canada's new fisheries and aquaculture management agenda and regime.
6. Provides extensive and strategic advisory services for the DM, the Minister, central agencies, Cabinet and Parliamentary Committees related to the strategic reorientation of the Sector's mandate and service delivery, policy and procedural frameworks, their integration within the overall government policy agenda and framework, the priorities and positions of external clients, stakeholders and partners, and to deal with sensitive policy/program issues of national and international consequence.

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7. Manages the corporate Sector resources to meet the innovative priorities and change management objectives of the Government, Minister, Department and Sector, provide the optimal support to the Deputy Minister, Minister, and the RDGs and effectively and efficiently deliver the Sector's corporate mandate and responsibilities.

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