

**GOVERNMENT OF CANADA
EXECUTIVE POSITION DESCRIPTION - DRAFT**

POSITION TITLE: Director General, Oceans Directorate

DEPARTMENT Fisheries and Oceans

POSITION NUMBER: 23964

LOCATION: Ottawa, Ontario

GENERAL ACCOUNTABILITY

Is accountable for providing professional leadership for the conception, development and implementation of policies, programs, strategies, initiatives and agreements required at the local, regional, national and international level to achieve the evolving objectives of Canada's Oceans Strategy, the Oceans Action Plan in order to modernize oceans management and governance through Integrated Management for Sustainable Development as well as a phased approach for the management and health of Canada's three oceans through International Leadership, Sovereignty and Security.

ORGANIZATIONAL STRUCTURE

This is one of three management positions at the second level reporting to the Assistant Deputy Minister, Oceans and Habitat. The others are: Director General, Habitat Management and the Director, Program Planning and Co-ordination.

Specific functions of the positions reporting to the Director General, Oceans are:

Director, Regional Oceans Operations Branch (Staff of 11) is responsible for directing the development and implementation of a Canada wide approach to Oceans management, including monitoring and reporting of Integrated Management and MPA management plans, the establishment and ongoing maintenance of Regional and National governance structures to ensure the full participation of DFO sectors, OGD, Aboriginal groups, Industry and the ENGO community, the overall coordination of Oceans Management initiatives including the allocation of resources and the monitoring and reporting of program activities as well as the establishment and maintenance of agreements with provinces, territories, aboriginal groups, industry and the ENGO community and the implementation of strategies, and processes that promote sustainable development, while enhancing economic opportunities for Canadians.

Director, Oceans Policy and Planning Branch (Staff of 11) is responsible for directing the development and implementation of policies, plans, strategies, and program development for reinforcing the lead position of the Minister, and of the Department in the development, implementation, and evolution of Canada's Oceans Strategy through policy and legislation

analysis for the integration of broad departmental and government wide legislative and policy agenda, the Ecosystem Based Management (EBM) frameworks, tools, guidelines and protocols for Areas of Concern, Species of Concern and Ecologically and Biologically Significant Areas in addition to the Marine Environmental Quality (MEQ) standards, requirements, guidelines, objectives and criteria as well as the management of the socio-economic analysis, framework development and tools for Integrated Management for Canada's Ocean Strategy.

Director, Oceans Action Plan Secretariat (Staff of 6) is responsible for guiding the work of the Assistant Deputy Minister Interdepartmental Committee on Oceans (ADMICO) and the Deputy Minister Interdepartmental Committee on Oceans (DMICO) and interactions with Central agencies to ensure the integration of the policy decisions of the more than twenty federal departments and agencies involved into a cohesive and focused Oceans Strategy and directing the management of Oceans and Habitat Sector horizontal file issues in the Department, interdepartmentally, and with the provinces and territories through the provision of support for Phase 1 and Phase 2 of Canada's Ocean Action Plan through the development and implementation of collaborative accountability and reporting frameworks for the OAP program, initiatives and activities as well as monitoring and overseeing national agreements with such organizations as the World Wildlife Fund (WWF) and the National Oceanic and Atmospheric Administration (NOAA) and the development of consultation processes as well as leading the OAP Phase 2 development and implementation and accountability framework development.

NATURE AND SCOPE

On behalf of the Government of Canada, the Department of Fisheries and Oceans is responsible for developing and implementing policies and programs in support of Canada's scientific, ecological, social and economic interests in oceans and fresh waters as well as being a national and international leader in marine safety and in the management of oceans and freshwater resources and its activities and presence on Canadian waters helps to ensure the safe movement of people and goods within a sustainable development process integrating environment, economic and social perspectives to ensure Canada's oceans and freshwater resources benefit this generation and those to come.

The Department's guiding legislation includes the *Oceans Act*, which charges the Minister with leading oceans management and providing coast guard and hydrographic services on behalf of the Government of Canada, and the *Fisheries Act*¹, which confers responsibility to the Minister for the management of fisheries, habitat and aquaculture as well as being one of the three responsible authorities under the *Species at Risk Act*.

As outlined, the Department's mandate is extremely broad in that it covers 1) management and protection of the marine and fisheries resources inside the 200-mile exclusive economic zone; 2) management and protection of freshwater fisheries resources; 3) marine safety along the world's

¹ The Minister of Fisheries and Oceans has recently tabled an overhaul of the 138 year old *Fisheries Act* to modernize the way fisheries are managed, and enshrine conservation measures that protect the aquatic ecosystems upon which Canadian commercial, Aboriginal and recreational fishers depend

longest coastline; 4) facilitation of marine transportation and commerce; 5) protection of the marine environment; 6) support to other federal government institutions and objectives as the government's civilian marine service; and 7) research to support government priorities such as climate change and biodiversity..

Because of its broad mandate, the Department must collaborate with federal, provincial and territorial governments sharing jurisdiction in a number of areas related to the Department's mandate and achievement of its objectives. The Department also collaborates with local and regional governments, private firms and aboriginal communities sharing jurisdiction or have strong stakes in decisions or actions made by the Department, and their cooperation is critical in implementing many of the decisions or actions desired by the Department. And in oceans management, international agreement on common directions, common policies, or mutually supportive actions is necessary for Canadian initiatives to be effective.

There are significant challenges facing the three oceans that border Canada, including environmental threats such as toxins and contaminants in the ecosystems that affect human health, and the many land- and sea-based activities that damage the ocean environment. There is also a complex governance system for the oceans where there are multiple uses from varied and sometimes competing interests, as well as a number of governance bodies with different levels of responsibility locally, regionally, nationally, and internationally. For these reasons, Canada passed the *Oceans Act* and is working towards modernizing the 138 year old *Fisheries Act*. The *Oceans Act* and the new *Fisheries Act* recently tabled charges the Minister of Fisheries and Oceans with leading the federal government in facilitating, developing, and implementing a national oceans management strategy and will modernize the way fisheries are managed while enshrining conservation measures that protect the aquatic ecosystems upon which Canadian commercial, Aboriginal and recreational fishers depend. Eight of the ten provinces as well as the Northwest Territories, Nunavut and Yukon border on the three oceans which provide recreational, environmental, employment, income and cultural staples for over 7 million Canadians living in coastal communities. Canada's Oceans Strategy will ensure that Canada meet's current oceans challenges by moving all stakeholders (local, regional, national, and international) to 1) an integrated, comprehensive vision for ocean management; 2) optimizing economic opportunities while considering social and environmental goals; and 3) involving Canadians in decision-making affecting Canada's three oceans.

Canada's oceans sector includes industries and interests in all provinces and territories which use the oceans resources for: fishing, aquaculture, transportation, oil and gas exploration and development, mining, recreation and tourism, as well as traditional uses by aboriginal peoples. The sector also includes industries that supply ocean users with foods and services such as shipping, shipbuilding, and a diversified range of highly specialized science and advanced technology based industries such as: coastal and ocean engineering; advanced technology manufacturing; marine systems and equipment design and fabrication; and oceanographic, hydrographic and marine environmental services. The combined manufacturing and services elements of the oceans sector total over 500 companies with annual sales of approximately \$400 million. The entire private oceans sector generates close to \$30 billion of economic activity annually in Canada alone. Globally, the ocean provides humankind with a significant portion of

its daily protein needs, and more than \$750 Billion of the world's economy is tied to ocean-based industries. Perhaps most importantly, the oceans assist to regulate the global climate and ensure that a constant flow of vital nutrients is cycled throughout the global ecological system integrating all living beings and their relationships.

To address the challenges presented by the Oceans to the Government of Canada, and more specifically to take charge of the responsibilities assigned to the Department for oceans, the Oceans and Habitat Sector was established to develop and deliver Canada's Oceans Strategy and achieve its objectives locally across Canada in collaboration with the provincial and territorial governments and other domestic stakeholders, and internationally in collaboration with foreign governments and international agencies; to develop and deliver a program of national habitat protection, operational and scientific policies, plans, and programs in support of Canada's Oceans Strategy and the Department's Sustainable Development Strategy; and to direct and monitor the implementation of national operational policies, strategies, plans, and initiatives of all components of the Department's Habitat Management, Environmental Science and Oceans Management Program in DFO Headquarters and as delivered by the Department's six regional organizations.

The Oceans Directorate, under the direction of the Director General Oceans, is responsible for developing and managing the Integrated Management Plan Program towards sound oceans management in collaboration with local, provincial, and federal stakeholders and regulators, the establishment and management of the national Marine Protected Areas Program for the conservation and protection of marine life and their habitats; and the establishment and management of Marine Environmental Quality Program respecting Canada's estuaries, coastal waters, and marine waters, and advancing the global level of scientific knowledge on the use of these tools for improved marine and oceans conservation and management in national and international fora. The position is responsible for the development and implementation of plans, strategies, and processes for reinforcing the lead position of the Minister, and of the Department in the development, implementation, and evolution of Canada's Oceans Strategy through guiding the work of the Deputy Minister's Interdepartmental Committee on Oceans to ensure the integration of the policy decisions of the more than twenty federal departments and agencies involved into a cohesive and focused Oceans Strategy, directing the management of federal-provincial oceans strategy issues through the Oceans Action Plan into an effective body for policy and program consensus building and dispute resolution including the management of Oceans Sector horizontal file issues in the Department, interdepartmentally, and with the provinces and territories. It is also responsible for managing the international coordination and liaison to achieve evolving oceans strategy objectives, for managing the Oceans Action Plan, for managing the State of the Oceans reporting, for providing secretariat support for the Assistant Deputy Minister Interdepartmental Committee on Oceans (ADMICO) and the Deputy Minister Interdepartmental Committee on Oceans (DMICO) and for representing the Department as required in national and international fora to achieve agreement with Canada's Oceans Strategy and Sustainable Development Strategy objectives.

The Director General, Oceans is responsible for leading the development of these critical change management partnerships with local stakeholders (local governments, landowners, fishers,

hunters, private firms, and aboriginal groups), provincial and territorial governments, other federal departments, and foreign governments and international agencies to lay the groundwork for the sustainable development and use of Canada marine, estuarine, and coastal resources, to strike agreements on the limits to use and the trade-offs to confirm those limits, and the subsequent monitoring of marine, estuarine, and coastal resource use.

The Director General, Oceans Directorate must possess a comprehensive knowledge of the Departmental mandates, and strategic and operational challenges of all DFO organizations, both in the Headquarters Region, and in all other Regions and how the Oceans Directorate, the Canada's Oceans Strategy, and the Departmental Sustainable Development Strategy can constrain but can also assist them to achieve their strategic and/or operational objectives. The Director General must possess strong leadership, change management, negotiation, managerial, and executive skills combined with a high level of mastery in fields of knowledge and competence, in the rapidly advancing fields of oceans management and oceans science, ecosystems management, and in the fields of public policy development and implementation, social and economic development, and implementation, performance measurement and program evaluation, federal-provincial relations, international protocol and international relations, and aboriginal culture and managerial concepts in order to lead in the achievement of the objectives.

The Director General, Oceans is required to address at least three major challenges to achieve the results expected of the Directorate.

The first is that the Director General, Oceans, must achieve results through managing a cultural change within DFO scientific, and operational management teams and their partners externally (provincially and in local communities), as well as within the Directorate and the Oceans community throughout DFO, the federal government, and other government, Non-Government Organization (NGO's) such as the World Wildlife Fund (WWF) and the National Oceanic and Atmospheric Administration (NOAA), and private sector organizations to refocus decision-making in organizational and business line redesign to incorporate Oceans Strategy, Sustainable Development Strategy, and collaborative governance structures key components in that decision-making. The Director General is required to assist Departmental executives and managers, executives, officials and managers in other federal departments, provincial and territorial governments, local governments, non-governmental organizations, landowners, private firms, hunters and fishers to look at their preferred use of marine, estuarine, and coastal resources in the context of moving toward a consensus on sustained use and development for long term and mutually beneficial use of these resources.

A second challenge is that the Director General, Oceans, must earn the confidence, the trust, of all Departmental executives and managers as well as executives and managers in other federal departments, provincial and territorial governments, local governments, non-governmental organizations, landowners, private firms, hunters and fishers in convincing them to submit their marine, estuarine, and coastal resource use interests to a process of negotiated settlement, under one focussed Oceans Strategy umbrella, in order to better define the possibilities for the integrated management of these various oceans interests investments which can serve all of these stakeholders more effectively, in a long term economical and ecological sustainable manner.

The third challenge is that the Director General, Oceans must define a clear vision of the inter-relationships of Canada's Oceans Strategy initiatives for improved oceans management with those of the many foreign governments and international agencies which share responsibility for the management of the oceans on which Canada borders into one cohesive thrust which moves Canada along the trajectories of globally improved oceans management, optimizes the use of Departmental resources consistent with improved oceans management, and translate that into an operational plan to deliver all approved international Directorate initiatives on time and within budget to meet the complex needs of all Departmental clients. This entails assisting Departmental executives, managers and executives and managers of other federal departments to promote Canadian oceans management initiatives and standards in their deliberations and collaborations with foreign governments and international agencies. The Director General, Oceans must represent the Department while meeting with representatives of foreign government or international organizations to share the scientific and economic data which underpins Canada's Oceans Strategy objectives and achievements, to promote the use of Integrated Management (IM) and Marine Protected Areas (MPA) and work in collaboration with the Science Sector and other scientific organizations to establish and promote Marine Environmental Quality (MEQ) initiatives, standards, and policies or programs. The Director General is expected to share this information with foreign governments or international agencies to assist and help them tailor Canadian ocean management initiatives for application in their own jurisdictions to allow shared initiatives to significantly improve the long-term health of the oceans.

The Director General, Oceans Directorate is the key advisor to the ADM (Oceans and Habitat) and to the Deputy Minister and the Minister on Canada's Oceans Strategy, its development and direction under the Assistant Deputy Minister Interdepartmental Committee on Oceans (ADMICO) and the Deputy Minister Interdepartmental Committee on Oceans (DMICO) and advisor to Departmental peers in throughout the Department, and to members of the Canadian and international oceans e community on the oceans management, integrated management agreements, marine protected areas, and marine environmental quality measurement as tools for improved oceans management for the sustainable development of marine, estuarine, and coastal resources, and therefore on the effective allocation of the DFO oceans resources for optimal effect. The incumbent has a significant degree of freedom to act with respect to the development, promotion, and implementation of the Canada's Oceans Strategy, and its related initiatives in Canada and internationally.

The Director General, Oceans represents the interests of DFO with Central Agencies (Treasury Board and PWGSC) and external organizations on a variety of formal and informal committees, working groups, etc. concerning Departmental initiatives under Canada's Oceans Strategy, oceans governance, the IM, MPA, and MEQ programs, and the DFO scientific programs and services supporting these, and maintains a network of contacts with oceans and sustainable development management specialists in the public and private sectors in Canada and internationally to keep apprised of changing practices and trends in the global oceans management community. The Director General, Oceans also either directly or indirectly represents DFO through subordinate managers on a number of interdepartmental committees and working groups, federal-provincial and government-private sector committees and working

groups, IM development groups, MPA consulting committees, MEQ working groups, and international policy and scientific for various scientific committees and special initiatives organizations around the world as well as a number of environmental conferences where oceans (Atlantic, Pacific and Arctic) are concerned and other standing committees and working groups.

The Director General, Oceans Directorate is the focus in the Department, in headquarters, in the field in Canada and internationally, relating to the development, approval, and management of the implementation of external relations of the Department on oceans management and the oceans strategy, and in particular on the Integrated Management Program, the Marine Protected Areas Program, the Marine Environmental Quality Program, and oceans management governance, and provides DFO managers and their external partner organizations in Canada and internationally with advice and guidance on best practices in the definition of successful Oceans management strategic and integrated plans for attaining sustainable development of the oceans.

The Director General is in constant contact with senior officials of central agencies, allied departments, senior representatives of the fisheries and processing industries, provincial and territorial counterparts, and environmental and other public interest groups.

DIMENSIONS

Primary: Oceans Directorate:

Staff:	35 Full Time Equivalents
Salary + O&M:	\$4.98 Million
Functional (Regions)	91 Full Time Equivalents
Salary + O&M	\$19.2 Million

Contributory: Oceans Program (Habitat Management and Environmental Science Program)

Staff:	667 Full Time Equivalents
Salary + O&M:	\$97.2 Million

Department Staff:	8,564 Full Time Equivalents
Department Budget:	\$1.34 Billion

Indirect: (Canadian Oceans Sector, Global Oceans Sector)

Canadian Oceans Sector	\$ 30 Billion (entire private oceans sector, 2002)
Global Oceans Sector:	\$ 750+ Billion

SPECIFIC ACCOUNTABILITIES:

1. Provides authoritative advice to the Minister, Deputy Minister, the ADM Oceans and Science and all members of the Departmental Management Committee with respect to the Department's position on current and emerging domestic and international oceans management issues that affect departmental policies and programs

2. Provides leadership to executives and scientists of the Department, of other federal departments, provincial governments, local governments, private firms, non-governmental organizations on integrating oceans management and sustainable oceans development criteria and objectives into their decision-making on marine, estuarine, and coastal resources use
3. Directs the development and management of an outreach program with all other federal departments with oceans interests, with provincial and territorial governments with oceans interests, with local governments, scientists, landowners, fishers, private firms, foreign governments and international agencies, and the Canadian public to obtain the engagement of these individuals and groups in achieving the objectives of Canada's Oceans Strategy
4. Directs the management of international, federal interdepartmental, federal-provincial, government-industry, and local oceans management issues to attain consensus on the management of Canada's marine, estuarine, and coastal resources in accordance with the framework of Canada's Oceans Action Plan and the Department's Sustainable Development Strategy
5. Directs the management of Integrated Management Plans for local areas across Canada, for the development of Marine Protected Areas across Canada, and of the development and implementation of the Marine Environmental Quality (MEQ) Program across Canada, their promotion internationally, and the evaluation and assessment of progress in improving marine environmental quality in Canada and internationally using MEQ scientific criteria
6. Represents the Department in negotiations with the provincial and territorial governments, with private firms and non-governmental organizations, and with foreign governments and international agencies as required to achieve Canada's Oceans Strategy and the Oceans Action Plan objectives
7. Manages resources assigned with economy, effectiveness and probity.

CERTIFICATION

Incumbent

Date

Signature

Manager

Date

Signature