

Position Description Fisheries and Oceans

Position Title:	Regional Director
Position Number:	3303
Department:	Fisheries and Oceans Canada
Branch:	Fisheries and Aquaculture Management
Region:	Pacific
Classification:	EX-03
Supervisor's Title:	Regional Director General, Pacific
Location:	Vancouver

General Accountability:

Accountable for the development and implementation of broad strategic directions and a policy framework that provides a long-term vision and goals for cost effective management of the fishery resources within the Pacific Region, and for planning, directing and monitoring the implementation of related operational plans, priorities, programs and services. Directs the management of fishing quotas, size limits, closures and licence conditions; the allocation of access to fisheries resources among competing commercial, recreational and Aboriginal interests; the planning and co-ordination of regional fisheries management plans; and the application of Federal regulations with respect to aquaculture. Establishes good professional relations with a wide array of stakeholders with competing views, interests and agenda. Provides technical and functional direction to five Area Directors regarding Fisheries and Aquaculture Management in the Region. Advises the RDG and the ADM, Fisheries and Aquaculture Management, with regard to fishing industry conditions within the Region, including advice on future fishing industry requirements. Participates in, or leads, a Canadian Delegation in international negotiations associated with Canada /US albacore, InterAmerica Tropical Tuna, Western Pacific Convention, International Halibut Commission, North Pacific Anadromous Fisheries Commission, etc.

Organizational Structure:

This is one of 13 senior-level positions reporting to the Regional Director General. The others are: the Associate Regional Director General; the Regional Directors of Science; Oceans, Habitat and Enhancement; Policy and Economic Analysis; Treaty and Aboriginal Policy; Communications; Strategic Initiatives; and Area Directors for Lower Fraser; BC Interior; South Coast; and North Coast and Yukon/Transboundary Rivers.

Reporting to the Regional Director are the following positions:

Director, Resource Management – Program Delivery (Staff of 14):

Responsible for the planning, co-ordination, development and implementation of the framework for fisheries management for all marine species, to meet conservation objectives, to enhance sustainable resource development and to optimize the social and economic benefits for all clients and stakeholders, including responsibilities for all domestic and foreign commercial fisheries, recreational fisheries, aboriginal fisheries, emerging fisheries, and exploratory/developmental and scientific activities. Directs the development and implementation of integrated fisheries management plans (IFMPs), conservation and

harvesting plans, DFO/Industry/NGO agreements, dockside monitoring programs and procedures, introductions and transfers of fish, Federal/Provincial agreements, protocols, issuance of licence, licence conditions and licensing and resource management policies. Manages internal and external consultations on IFMPs and participates in consultations and negotiations with other countries in the development of agreements, conventions and management plans in respect to foreign participation in fisheries under direct or shared jurisdiction with Canada. Directs the formulation of policies and programs pertaining to all aspects of the recreational fishery and freshwater fisheries management for the Region. Manages the implementation of management measures that are related to species that may become listed under the *Species at Risk Act*. Provides technical advice and functional direction to staff at the area level regarding Resource Management issues.

Director, Resource Management – Program Development (Staff of 8):

Responsible for development of fisheries and resource management policy proposals, long-term strategic planning proposals, fisheries negotiating mandate recommendations and program development, delivery and evaluation frameworks that support principles of sustainable use, integrated eco-system management and the precautionary approach to fisheries and resource management. Directs the implementation of response measures related to species that may become listed under the *Species at Risk Act* and for the Marine Mammal Management Program.

Director, Sustainable Aquaculture (Staff of 5):

Responsible for providing general direction on all aspects for both shellfish and finfish aquaculture in the Pacific Region. Addresses policy and operational issues, and for interacts with government agencies, the industry and other stakeholders to implement the departmental Aquaculture Policy Framework and to ensure a wide understanding of the vision, program direction and consistent delivery of the aquaculture program. Provides the necessary leadership for the smooth implementation of an environmentally sustainable aquaculture program in the Pacific Region and for the integration of aquaculture as a legitimate user of resources in the management of aquatic and ocean resources.

Team Leader, Rockfish/Lingcod Team (Staff of 3):

Responsible for the development and implementation of strategic policy, fishery management strategies and assessment and conservation plans for rockfish and lingcod fisheries, in collaboration with a variety of stakeholders. Advises senior management on the implementation of policies and management and assessment plans. Provides policy information and interpretation for groundfish industry members and representatives, recreational harvesters, First Nations, members of provincial government, OGDs and agencies, the scientific community and the general public.

Team Leader, Salmon Team (Staff of 4):

Responsible for the development and implementation of strategic policy, fishery management strategies and assessment and conservation plans for Pacific Region salmon stocks, in collaboration with a variety of stakeholders. Advises senior management on the implementation of policies and management and assessment plans. Provides policy

information and interpretation for salmon industry members and representatives, recreational harvesters, First Nations, members of provincial government, OGDs and agencies, the scientific community and the general public.

Manager, Business and Client Services (Staff of 18):

Responsible for development, coordination and implementation of policies, plans and procedures for licensing services, including issuance of all recreational fishing licences and fishers registration certification, partnering, cost recovery, performance measurement, business process redesign, alternate service delivery and organizational health effectiveness.

Manager, Finance, Administration and Planning (Staff of 2):

Accountable for the provision of administrative support services, advice, coordination and support with respect to business planning, corporate and HR activities for the Branch.

Nature and Scope:

On behalf of the Government of Canada, Fisheries and Oceans Canada (DFO) 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. DFO is a national and international leader in marine safety and in the management of oceans and freshwater resources. Departmental activities and presence on Canadian waters help to ensure the safe movement of people and goods. As a sustainable development department, DFO integrates 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*, which confers responsibility to the Minister for the management of fisheries, habitat and aquaculture. The Department is also one of the three responsible authorities under the *Species at Risk Act*.

These programs are delivered through six regional operational centres across Canada: Newfoundland and Labrador, Maritimes, Gulf, Quebec, Central and Arctic, and Pacific. The Pacific Region encompasses all of British Columbia and the Yukon and extends two hundred miles into the ocean. There are three broad mandated outcomes: Safe and Accessible Waterways, Healthy and Productive Aquatic Ecosystems, and Sustainable Fisheries and Aquaculture, which are all characterized by a number of competing challenges. Sustainable Fisheries and Aquaculture has a wide client base including the Aboriginal fishery made up of numerous and widely dispersed groups some of whom are participating in lands claims and rights claims related to fisheries; a significant recreational fishery (350,000 licences issued annually) dependent on reliable access to resources for public use; a commercial fishery for over one hundred species and with 18,000 participants; an aquaculture industry which offers significant socio-economic benefits while facing public scrutiny of industry and government actions to mitigate industrial impacts; and environmental organizations and other stakeholders.

The Region is also presented with a number of additional challenges, including the

decentralization of service delivery to the Area level, and the renewal of Pacific fisheries. Furthermore, it is essential that the Region provide critical support to the Department with respect to a number of long-term directions in which it is embarking that will address key trends and barriers and respond to emerging government and departmental priorities.

Within this context, the Regional Director, Fisheries and Aquaculture Branch, develops and articulates broad strategic directions and a policy framework for the Pacific Region that provides a long-term vision and goals for cost effective management of the fishery resources within the Pacific Region, and plans, directs and monitors the implementation of related operational plans, priorities, programs and services. The incumbent is accountable for the provision of leadership and direction for the Resource, Aquaculture and Compliance activities across the Region through five Area Directors.

Although broad overall policy development rests with national headquarters, it is difficult for a one-size fits-all policy framework to adequately meet the specific needs of the Pacific Region and to address the specific complexities and pressures confronting the Region. In addition, the evolving nature of many of the challenges confronting the Region, such as major reforms in fisheries management, changing rules for fisheries, and on-going First Nation treaty settlements, bring an inherent instability to the Region's policy framework. In this fluid and evolving milieu, the Regional Director is accountable for the development of specific policy direction for the Pacific Region in response to unique Pacific regional problems and challenges.

In this regard, the Regional Director defines a vision, and formulates and promulgates strategies and initiatives to articulate a regional direction in response to the social-economic agenda of the government and the Department and the economic realities of the Pacific Region's fisheries sector. He/she provides regional leadership in changing the orientation of the Region, refocusing regional policies and strategic plans to provide clear direction regarding resource management for program Area Directors and Area Chiefs. For instance, the incumbent has the lead role with regard to the development of the Region's fisheries policy reform and provides strategic input in respect to the negotiation of the fisheries components of First Nations treaties.

Moreover, working within general policy direction from headquarters, the Regional Director provides overall direction for the establishment and maintenance of strategic policy linkages throughout the region to make certain that specific operational policies and programs are developed as a coherent whole in support of the Department's and the Region's mandate and strategic vision. As well, the Regional Director sustains the region's strategic and future-focussed capacity, while at the same time ensuring that there is issue-specific response capability. In addition to providing a tactical role, the incumbent is responsible for assessing issues in the broader context, and for ensuring that systemic problems are identified and that policy action is taken.

At the operational level, the Regional Director is responsible for delivery of the Fisheries and Aquaculture Management program. This involves a broad array of complex elements, including: the conservation, protection, development and enhancement of the fishery resource base; the management, allocation and control of the commercial, aboriginal and recreational fisheries in marine and inland waters; the implementation of policies that lead to Fisheries

Management renewal; the implementation of programs that are related to Canada's Oceans Action Plan; the leadership and development of aquaculture as a legitimate user of coastal fisheries resources; the maintenance and development of benefits from the use of the resource; and the provision of related services and infrastructure. As the fishing industry is both socially and economically one of the most important in British Columbia, the incumbent's complex operational role impacts on the economic well being of a substantial portion of the industrial economy of the province and the personal incomes of thousands of fishers and fishing industry workers.

A major challenge for Regional Director is the need to build collaborative and collegial relations with a number of stakeholders, most of whom who have competing, strongly-held and often adversarial views and agenda. He/she is the senior functional point of contact in the Region for all liaison and co-ordination with the fishing industry (commercial, recreational and Aboriginal). This requires constant and sensitive interfacing with fishing company executives, representatives of fishermen's unions, conservation and recreational organizations, First Nations, other Aboriginal organizations, Aquaculture organizations, Provinces and Territories, other government departments and agencies, universities, Chambers of Commerce, Boards of Trade and other public and private bodies and groups with an interest in the fishery and/or the fish processing industry.

The Regional Director's fisheries management responsibilities involve incorporating into fishing plans matters associated with the enforcement of fishing quotas, size limits, closures and licence conditions that are both politically sensitive and economically significant for the individuals and companies involved. The Regional Director is accountable for ensuring a multitude of situations relating to enforcement actions are properly represented in the overall fisheries management approach, including policy and procedures related to seizure of vessels or equipment and/or catch or all three.

The Regional Director provides critical assistance to Area Directors in maintaining close contact with the fishing industry to effectively convey to them current departmental policy and accurately relay local concerns back to Regional Headquarters. He/she also develops and implements processes and approaches that ensure that the skills and knowledge of the Department are available to the local fishing communities, through the Area Directors, in the form of advice and guidance. Furthermore, the incumbent is called upon to successfully "feel the pulse" of the fishing industry, anticipate problems and to react appropriately to local concerns. In collaboration with the Area Directors, the incumbent is responsible for responding quickly and effectively to emerging issues to ensure that they do not take on political dimensions and to preserve a positive image of the Department.

Another area of responsibility of the Regional Director is the allocation of access to fisheries resources amongst competing commercial, recreational and Aboriginal interests. This is one of the most contentious issues within Fisheries Resource Management, and is at the heart of most of the underlying issues. The Regional Director is accountable for ensuring that advice regarding allocation decisions considers all relevant policies and effectively integrates departmental obligations with all the objectives of stakeholders, including conservation and

environmental groups.

The development and implementation of an annual fishing plan for each fishery also provides the Regional Director with a considerable challenge. This activity requires a very broad mix of input, depending largely on the unique factors for each specific fishery. Following the research necessary to understand the dynamics of the stocks involved and their current status, the Regional Director undertakes and manages extensive consultations in preparation for the establishment of allocations. Consultations are held as required from the community level to the provincial and sector level. As well, regulatory decisions must be communicated and explained in detail to fishers by both fishery officers and through the media.

DFO is the lead federal department for aquaculture in the provision of a focus for federal initiatives. The value of Canadian aquaculture production, particularly in the Pacific Region, has increased dramatically, and holds promise of further expansion. The industry generates significant employment, often in rural and coastal areas, and could provide the base for additional economic activity. The Regional Director is accountable for application of Federal regulations with respect to aquaculture and for the provision of leadership in the granting of site approvals. The incumbent directs the preparation of approaches, within national strategic frameworks, to ensure the ecologically sound development of Canada's aquaculture while maximizing collaboration and improving the competitiveness of the Canadian aquaculture industry. A major challenge in this regard is the requirement to balance the competing interests of the many stakeholders, as aquaculture has an impact on the livelihood of commercial fishers, affects the recreational fisheries and tourism industries, has First Nations cultural and treaty implications, and raises potentially far-reaching environmental concerns.

In response to the increasing emphasis which the government is placing on creating and maintaining partnerships with stakeholders in the administration of regulations, the Department has embarked upon a series of legislative reforms that will shift the emphasis from reactive compliance activities to the concept of sharing of the stewardship responsibility for the resource with all participants in the fisheries through education and enforcement. This change in the Department's operating philosophy will have a profound effect on the Department's clients and stakeholders.

The Regional Director is the senior Fisheries and Aquaculture Management (FAM) position in Pacific Region, providing functional direction and leadership to the five Area Directors and their respective Area Chiefs for resource management. In addition, the Regional Director has a functional relationship with the directors responsible for other FAM responsibilities, including Conservation & Protection (C&P), Treaty and Aboriginal Policy Directorate (TAPD) and the Salmonid Enhancement Program (SEP). This requires the Regional Director to address broader policy issues and consistency in fisheries management policy. In this functional capacity the Regional Director is accountable for the program planning, financial distribution plan and sectoral program and financial reporting to the Assistant Deputy Minister, Fisheries and Aquaculture Management.

The Regional Director, as a full participant of the Regional Management Committee, influences and decides upon the Region's critical strategic decisions. The incumbent is also in

frequent contact with senior officials of provincial and territorial governments, the media, and other government departments with programs closely related to those of the Department such as External Affairs and International Trade Canada, Transport Canada, Department of National Defence, Department of Finance, Indian and Northern Affairs Canada to address issues of mutual interest. He/she is responsible for developing and maintaining good regional relations and communications, both internal and external, with Aboriginal, recreational and commercial fishers, partners in the fishery sector, the aquaculture industry the general public, personnel in the organization and with the active and vocal environmental community, and to contribute to federal-provincial relations with the Province of British Columbia. The Regional Director may be called upon to represent the Region in bilateral negotiations in respect of the Pacific Salmon Treaty. In addition, the incumbent is accountable for participating in, or leading, a Canadian Delegation in international negotiations associated with Canada /US albacore, InterAmerica Tropical Tuna, Western Pacific Convention, International Halibut Commission, North Pacific Anadromous Fisheries Commission, etc. with full authority to commit Canada to specific courses of action.

The Regional Director is a full participant in the national Fisheries and Aquaculture Management Sector Executive Committee along with counterparts from five other regions and five Directors General from NHQ. He/she works with the ADM, Fisheries and Aquaculture Management to influence the strategic direction of the sector. The incumbent provides strategic advice and recommendations to the Regional Director General and the ADM, Fisheries and Aquaculture Management, including leadership and participation in the governance process for the review of all fisheries management programs.

Dimensions:

FTE'S: 45 (Direct – Line Reporting)
 Over 300 (Indirect – Functional with Areas)
 Total Budget: \$15 M

Specific Accountabilities:

1. Develops and articulates broad strategic directions and a policy framework that provides a long-term vision and goals for cost effective management of the fishery resources within the Pacific Region, and plans, directs and monitors the implementation of related operational plans, priorities, programs and services.
2. Provides regional leadership in changing the orientation of the Region, refocusing regional policies and strategic plans to provide clear direction regarding resource management for program Area Directors and Area Chiefs.
3. Establishes and maintains strategic policy linkages throughout the region to make certain that specific operational policies and programs are developed as a coherent whole in support of the Department's and the Region's mandate and strategic vision.
4. Sustains the region's strategic and future-focussed capacity, while at the same time

ensuring that there is issue-specific response capability.

5. Directs management of fishing quotas, size limits, closures and licence conditions that are both politically sensitive and economically significant for the individuals and companies involved.
6. Manages the development of effective fisheries and compliance management strategies to minimize the risks of international friction caused by the arrests of foreign nationals and seizure of foreign vessels.
7. Oversees the allocation of access to fisheries resources among competing commercial, recreational and Aboriginal interests and ensures allocation decisions consider all relevant policies and effectively integrates departmental obligations with all the objectives of stakeholders, including conservation and environmental groups.
8. Manages the planning and co-ordination of regional fisheries management plans by evaluating science advice and determining the priorities regarding allocations and quotas.
9. Directs the application of Federal regulations with respect to aquaculture, and provides leadership in the granting of site approvals, to ensure the ecologically sound development of Canada's aquaculture while maximizing collaboration and improving the competitiveness of the Canadian aquaculture industry.
10. Establishes good professional relations between clients, stakeholders, commercial and recreational associations, Aboriginal communities, universities, provincial agencies, environmental non-government organizations, and OGDs to facilitate the transition in fishery resource management.
11. Promotes the Department's interests and concerns among other departments and federal organizations, provincial authorities, NGOs, Aboriginal communities, and international organizations with a view to resolving common problems within the framework of sound management of fisheries.
12. Advises the RDG and the ADM, Fisheries and Aquaculture Management, of fishing industry conditions within the Region, including advice on future fishing industry requirements, thereby contributing to the enhancement of the commercial, recreational and Aboriginal exploitation of the fishery resource base, and leads and participates in the governance process for the review of all fisheries management programs.
13. Provides technical and functional direction to five Area Directors regarding Fisheries and Aquaculture Management in the Region, and manages the allocation of the FAM budget to the Area level, and is accountable for its effective use.
14. Participates in, or leads, a Canadian Delegation in international negotiations associated with Canada /US albacore, InterAmerica Tropical Tuna, Western Pacific

Convention, International Halibut Commission, North Pacific Anadromous Fisheries Commission, etc.

15. Manages assigned resources under own responsibility effectively, economically and with integrity.