
EXECUTIVE GROUP POSITION DESCRIPTION

POSITION TITLE: Director General, Budgeting, Planning and Resource Management

SECTOR: Chief Financial Officer

DEPARTMENT: Fisheries and Oceans

POSITION NUMBER: 267

LOCATION: Ottawa, Ontario

GENERAL ACCOUNTABILITY:

Is accountable for providing corporate leadership in the formulation and implementation of policies, plans, standards, processes and procedures to integrate corporate financial planning and resource management into departmental management practices to support the achievement of the Department's strategic business goals; including leading the timely development of Main/Supplementary Estimates and other submissions to central agencies and Parliament (and Cabinet); allocation of budgets throughout the Department; and assurance that the Department does not exceed its funding. The Director General is also accountable for directing the ongoing resource needs determination and management for all DFO Programs; management of resource planning and analysis in support of senior Departmental managers; and providing authoritative advice to the regions, Chief Financial Officer, Assistant Deputy Ministers and Deputy Ministers on all matters relating to Departmental budget planning, resource management, and control.

ORGANIZATION STRUCTURE:

The Director General is one of five senior executive positions reporting to the CFO. The other three are the Director General Financial Operations and Contracting, Director General Corporate Planning and Risk Management, Director, Evaluation and Director Program Planning and Coordination.

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

Deputy DG, Financial Management Advisory Branch & Regional Coordination (23 FTE's) is accountable for sharing in the management of the directorate and for taking the lead on the identification and management of broad, cross-cutting issues, projects and initiatives; supporting the DG in the setting of policy and work agenda and in advising senior management on questions relating to financial management; providing professional and managerial leadership in strengthening the department's financial management capacity including the functional relationship with regional financial and materiel organizations; providing strategic analysis and direction in advancing decision-support initiatives, including the enhancement of integrated planning and reporting and the performance measurement

framework; directing all management activities associated with Financial Management Advisory Services; and representing the Department and the DG on a wide range of committees and forums.

Director, Financial Planning, Reporting and Resource Management (Staff of 21) is responsible for developing, implementing and monitoring the implementation of and maintaining departmental operational and financial planning and external reporting framework; developing and implementing financial management analytic tools and approaches; financial and internal business planning, reporting and analysis activities, budget and allotment control processes which are consistent with the concept of “value for money”; and providing expert advice in these areas to all levels of management throughout the Department and the regions. Directs and coordinates the preparation, analysis evaluation and submission of the Department’s Long Term Capital Planning and Business Planning Processes as well as all Treasury Board and Cabinet submissions.

NATURE AND SCOPE:

The Department of Fisheries and Oceans is engaged in the development and delivery of policies and programs in support of Canada's economic, ecological and scientific interests in oceans and 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 and delivery of operational programs and policies, standards, directives and cost recovery services related to the legislated mandate of the Canadian Coast Guard and the management of major scientific and technical activities related to renewable fisheries resources, and aquatic and oceans research and management programs of national and international consequence. These programs are delivered through six regions across Canada and in the National Capital Region.

The Department is unique within the federal government in that it maintains a custodial responsibility over oceans and aquatic resources for the people of Canada. In response to this mandate, the Department has developed the vision to be a world leader in oceans and aquatic resources management. The departmental mission is to manage Canada's oceans and major waterways so that they are clean, safe, productive and accessible, to ensure the sustainable use of fisheries resources, and to facilitate marine trade and commerce.

The five objectives that further define the mission are to: i) understand the oceans and aquatic resources; ii) manage and protect the fisheries resource; iii) manage and protect the marine and freshwater environment; iv) maintain marine safety, and v) facilitate maritime trade, commerce and ocean development.

DFO is a large, highly operational department, responsible for a diverse range of programs. Its external environment is complex and unstable, e.g. shifting market forces and trading patterns, a fluctuating fisheries resource, weather and climate changes, disparate regional interests, Aboriginal land claims settlements, legal challenges, new technologies and international pressures. The impact of these environmental factors is compounded by a wide range of stakeholders affected by DFO decisions. These stakeholders have historically received high levels of service from DFO, often at little or no cost to themselves. Fishing and marine transportation have traditionally played major roles in many regional economies. However, the number of jobs associated with these industries is decreasing. The industry capacity in some major fisheries exceeds the resource supply and fleet rationalizations are required. As well, marine shippers are shifting their trading patterns. They use the most competitive ports wherever possible. They also seek to use the

most cost effective mix of ships, rail and truck transportation to reach markets traditionally served directly by ships.

Canadian Coast Guard units across the country provide a high level of service in response to the Department's fish management and scientific activities, as well as in response to the identified needs of the commercial, marine, offshore and pleasure craft industries. These services include managing the system of navigational aids, vessel traffic management and marine search and rescue activities. Due to Canada's high dependency on water-borne commerce, the decisions taken by the Canadian Coast Guard have considerable economic impact on regional employment and economics. Too stringent standards, regulations or tariffs can reduce the movement of ships to Canadian ports in view of the increased competitive relationship of the United States ports, or adversely affect the economic viability of Canadian shipping, transportation and marine industries.

It is in this context that the Director General, Budgeting, Planning and Resource Management, is accountable for developing and implementing the corporate policy frameworks to guide the planning and delivery of a number of corporate functions which are central to the achievement of the Department's mandate. As the Department's Deputy Chief Financial Officer the incumbent plays a key role in departmental planning processes by recommending the establishment of basic financial objectives including financial and resource allocation and the broad financial management policies that support line managers in meeting their operational goals.

The DG represents the interface between financial and program management in DFO and takes the initiative to integrate financial and non-financial management through the introduction and promoting of modern integrated management concepts, and a comprehensive financial information strategy. The objective of these initiatives is to develop and promote an integrated management approach and information system within DFO that combines all of the various elements of management into one integrated whole, and contributes to the Department's modern financial management agenda aligned with the Government of Canada's commitment to provide Canadians with a management regime based on leadership and values, well-defined standards and sound risk management with the right systems in place at all times to ensure effective control.

Once implemented, this will allow all levels of management to make decisions based on unified, timely, reliable and useful information that permits them to have an overview of all of the vital elements involved, and let them gauge the effect of their decisions on each of these, as well as their interrelationship. To promote and manage this process, the Director General provides strategic leadership in the concepts and design of integrated management processes and cost management information systems, establishes and manages actions plans, manages the conduct of cost/benefit analysis, and assesses options and risks. The Director General also identifies various gaps requiring to be dealt with before effective integrated management concepts can be introduced, such as training requirements or issues of management competency in various areas, and develops strategies and approaches to deal with these.

The Director General provides financial expertise to Senior Management and develops various financial scenarios indicating how different funding levels will affect DFO programs and projects and the effect of these scenarios on existing Department program mandates. The Director General works with the Program

Branches and especially with the Policy Branch to determine the extent of consequences on existing programs and projects and the necessity for program adjustments, constraints, or changes in priority setting as a result of different funding levels and their allocation. At times, the Director General needs to play a supporting role, as there are issues other than financial that are at stake.

The Director General is the principal advisor to the CFO, Deputy Minister and Minister on all matters concerning the effective allocation and utilization of the Department's financial resources. The incumbent plays a critical role in assessing policy and program opportunities and constraints associated with the maintenance of current, and the establishment of new departmental policy and program initiatives. The incumbent develops and maintains state-of-the-art reporting systems, conducts detailed analyses of resources allocated and required in order to provide objective advice that will assist the Department in optimizing its investment in new programs and services and ensure the fairness and probity of resource allocations and management.

A major responsibility of the Director General is to foster, strengthen and manage the Department's relationship with central agencies, such as the Treasury Board, the Department of Finance, the Receiver General of Canada, and the Privy Council Office. Managing these relationships involves both financial policy issues and Expenditure Management relations. The Director General is responsible for the analyses and assessment of current budgetary and financial trends and expenditure patterns in the Department, priority setting, new financial requirements for expanded programs or other identified financial needs, and a variety of other financial and management related issues, such as policy issues. The Director General discusses these with DFO senior management, the CFO, and the DM; provides options and scenarios, and recommends courses of action. Once a course of action is agreed upon, the Director General represents the interests of DFO to central agencies to gain their agreement, support and commitments on financial reporting, management and funding issues. The Director General ensures that there are open communications between central agencies and DFO, so that each party has timely advance information on the needs, requirements and issues faced by the other, and the direction in which they contemplate moving. This leads to the exchange of pertinent information and fosters a cooperative relationship. It also provides the Director General with the opportunity to influence central agency directions and decisions.

The incumbent provides functional direction in these matters for the delivery of these services in the Department's six regional offices. This is done within the context of general policy guidelines issued by central agencies. However, the incumbent is called upon to adapt these policies to the unique operating environment of the Department. Leadership is provided through a modern, vibrant comptrollership regime which emphasizes managing change and taking calculated risks in a rapidly evolving environment and leading rather than managing people.

The incumbent is also charged with the review of the business plans of a Crown corporation reporting to the Minister (the Freshwater Fish Marketing Corporation), including their proposed financial and operational components and associated capital and operating budgets. The incumbent also ensures the appropriate financial management support and systems to administer within the Department loans obtained by this organization.

DIMENSIONS

Branch

Staff: 50 Full Time Equivalents
Operating Budget: \$5 Million

Department:

Staff: 10,800 Full Time Equivalents
Operating Budget: \$1.1 Billion
Capital Budget: \$150 Million
Gs&Cs \$80 Million
Revenues: \$0.1 Billion
Assets Value: \$9.4 Billion

SPECIFIC ACCOUNTABILITIES

1. Develops and implements corporate policy frameworks, through a modern comptrollership regime, to guide the planning and delivery of a number of corporate functions which are central to the achievement of the Department's mandate.
2. Supports the achievement of strategic initiatives of the Department through the development and implementation of innovative and effective policies and programs for financial management programs and the cost effective delivery of administrative support services directly at Headquarters and functionally in the regions.
3. Provides strategic leadership in the concepts and design of integrated management processes and cost management information systems, establishes and manages actions plans, manages the conduct of cost/benefit analysis, and assesses options and risks.
4. Provides leadership and ensures effective Departmental budget planning, resource management, and budget allocation and control. Leads the timely development of Departmental Main/Supplementary Estimates, ARLU's, and other Departmental submissions to central agencies and Parliament (and Cabinet), ensures the timely allocation of approved funding throughout the Department, and ensures that the Department does not exceed its funding.
5. Ensures the development of policies and functional specifications for systems (which comply with governing legislation and central agency direction) to guide managers throughout DFO and the regional offices in Departmental budget planning, resource management, and control. Ensures provision of functional direction, tools and support to Departmental executives and managers.
6. Ensures, on behalf of the CFO Sector, effective and efficient Departmental relationship with

central agencies, and that all Departmental requirements in interaction with Central Agencies are fully met. Represents the Department with central agencies, OGDs and other key stakeholders.

7. Provides expert, authoritative advice to the Deputy Minister, Associate Deputy Ministers, Assistant Deputy Ministers, Chief Financial Officer and senior management. Represents DFO on interdepartmental committees and working groups.
8. Manages the financial and human resources of the Directorate 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.

Incumbent

Date

Signature

Manager

Date

Signature