

## EXECUTIVE GROUP POSITION DESCRIPTION

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POSITION TITLE: Director General, Corporate Planning and Risk Management  
DEPARTMENT: Fisheries and Oceans  
SECTOR: Chief Financial Officer  
BRANCH: Corporate Planning  
POSITION NUMBER: 33250  
LOCATION: Ottawa, Ontario  
EFFECTIVE DATE: April 2009

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### **GENERAL ACCOUNTABILITY**

The Director General, Corporate Planning, Governance and Risk Management is accountable for championing, developing and guiding the implementation of Fisheries and Oceans Canada's (DFO's) Corporate Risk Management Strategy and Integrated Risk Management (IRM) Framework; providing leadership to develop and implement modern management practices across DFO to address Government of Canada priorities for strengthening and modernizing Public Service management, managing for results and implementing Treasury Board Secretariat's (TBS's) Management Accountability Framework (MAF); monitoring DFO's management performance and overseeing the whole-of-department assessment against the MAF; directing DFO's IRM and MAF Networks, comprised of representatives from all sectors, regions, the Canadian Coast Guard and functional areas; planning and conducting special comptrollership and accountability projects of a cross-cutting nature or of a magnitude that the DM and Chief Financial Officer want corporate departmental leadership and oversight; providing full secretariat services to the Department's Integrated Planning Committee; ensuring the Department's adherence to TBS's Management, Resources and Results Structure Policy (MRRS), including leading and managing the development and updating of the Department's Program Activity Architecture (PAA), in consultation with sectors, regions, Coast Guard and functional areas, and its Performance Measurement Framework (PMF); leading and managing the Department's business planning processes, including ensuring effective and integrated departmental business planning and reporting, as well as development of all related departmental documents -- including, but not limited to, the annual Report on Plans and Priorities (RPP), the annual Departmental Performance Report (DPR), and the annual Integrated Business and Human Resources Business Plan (IBHRP).

### **ORGANIZATION STRUCTURE**

The Director General, Corporate Planning, Governance and Risk Management, is one of four senior positions reporting to the Chief Financial Officer. The others are: Director General, Finance and Administration; Director, Evaluation; and Director, Program Planning and Co-ordination.

Reporting directly to the Director General, Corporate Planning, Governance and Risk Management are two executive positions:

**Director, Corporate Planning and Reporting (7 FTEs);** is accountable for: leading the Department's annual and multi-year integrated planning and reporting activities to support the achievement of Strategic Outcomes and operational results; co-ordinating the submitting of evidence to TBS for the annual MAF assessment, and implementing, departmentally, the findings of that assessment (including co-ordinating the development of departmental action plans in different areas of management); developing DFO's RPP, its DPR and its IBHRP; providing expert advice, briefings and recommendations to the DG, Corporate Planning, Governance and Risk Management, the Chief Financial Officer, colleagues across the Branch and planners across the Department; developing networks and linkages with the regions, sectors and Coast Guard, central agency officials, and counterparts at other government departments and agencies and representing the position of the Chief Financial Officer, the sector

and the Department in intra/inter-departmental planning and reporting-related settings.

**Director, Risk and Results (7 FTEs);** is accountable for: developing and implementing the Corporate Risk Management Strategy and the Integrated Risk Management Framework for DFO, including the establishment of an integrated and strategic framework for the development of more cohesive policy/program review processes (with advanced quality measures and risk assessment); implementing the MRRS for the Department, including developing and updating the Department's PAA and its PMF; providing direction to program analysts throughout the Department regarding the implementation of performance measurement indicators and tools, and assessing the implementation of Results-Based Management and Accountability Frameworks (RMAFs).

## **NATURE AND SCOPE**

DFO is engaged in the development and delivery of policies and programs in support of Canada's economic, ecological and scientific interests in marine, estuarine and inland waters, and the safe, efficient and environmentally sound movement of commercial and recreational traffic over Canada's oceans and inland waterways. The Department is responsible for the development of operational programs and policies, standards, directives and cost-recoverable services related to the legislated mandate of the Canadian Coast Guard and the management of major scientific and technical activities related to the management of renewable fisheries habitats and resources, aquatic and oceans research, and management programs of national and international aquatic resource management consequence.

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

To address these concerns, the Government of Canada has implemented a number of initiatives to strengthen accountability, operational and financial management/control in government. Parliament has passed the *Accountability Act*, which holds the Deputy Minister responsible for the prudent and proper spending, management, and control of all departmental financial resources. To further ensure strict financial prudence, probity and transparency, the Office of the Comptroller General has been re-established. Also, each department must have a Chief Financial Officer, to support the Deputy Minister in his/her legal and fiduciary obligations under the *Accountability Act*, as well as the planning, management and control of finances and operations of the Department. In addition, the government-wide MAF, the MRRS Policy, and the new Treasury Board (TB) Expenditure Management Information System will lead the push for timely and precise reporting and intelligence on the performance and results (both financial and non-financial) of all departments. Central agencies and Parliament will use this knowledge for continuous monitoring, as well as for making decisions on the funding of competing priorities for appropriations within the federal government. Hence, to successfully compete for funding, DFO must continuously demonstrate enhanced control and stewardship of financial resources, and link these to cost effective results, outcomes and performance.

It is within this context (and within the context of a new departmental organizational structure being adapted to the creation of the Chief Financial Officer concept), that the Director General, Corporate Planning, Governance and Risk Management is accountable for championing, developing and guiding the implementation of DFO's Corporate Risk Management Strategy and IRM Framework; managing evidence submitted to TBS for the MAF and developing and

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implementing, departmentally, action plans for different areas of management based on the assessment received from TBS; monitoring DFO's management performance and overseeing the whole-of-department assessment against the MAF; directing DFO's IRM and MAF Networks comprised of representatives from all Sectors, Regions, the Canadian Coast Guard and functional areas; leading delivery of both Departmental strategic and business planning and reporting, and Departmental performance measurement.

The Director General is accountable for strategic planning (in consultation with the Director General, Strategic Priorities and Planning, in Policy Sector) and business planning and reporting within the federal context, through integrated planning and reporting, where measured performance and results are linked to costs, such that managers throughout DFO, as well as sector ADMs, the Commissioner of the Coast Guard, and the Deputy Minister can effectively control the outputs and costs of their subordinate organizations while achieving their mandates, both on an annual basis and over the longer term. The "longer term" involves strategic planning, management and reporting on individual mandates of directorates, sectors, and Coast Guard. In DFO this is overlain with the management and control of cross-departmental efforts for the cumulative achievement of the Strategic Outcomes of DFO and the Coast Guard. The Director General is accountable for establishing the vision and leading this dual layer of planning/reporting, within the new federal context of the *Accountability Act*, the Chief Financial Officer concept, and new government-wide approaches (such as the MAF, the MRRS, the PAA, and RMAFs). Hence, the Director General is accountable for the development and update of these approaches in DFO, and for leading the development and ensuring integrity of related departmental documents (e.g., RPP, DPR).

In the capacity of integrating results-based management processes and to ensure that Parliament and the public have a clear understanding of how the programs and initiatives of DFO and Coast Guard are performing and what spending has occurred, the Director General directs the development and expansion of horizontal management networks, supporting information databases, assessment criteria, and best practices to support cross-departmental collaboration on horizontal initiatives, and defines the horizontal management agenda to implement an evidence-based and department-wide approach to program review.

The Director General is also accountable for directing the development and implementation of strategic plans and governance structures for assessing and acting on issues of horizontal importance, which includes clear, consistent and complementary roles and responsibilities for the central agencies, sectors, regions and Coast Guard. The Director General directs risk analyses, assesses the likelihood of a program's success, and directs comprehensive reviews of non-financial performance. These activities include mapping new and existing programs to the policy framework, and examines gaps, risks and longer-term program flexibility.

The incumbent is required to develop a clear understanding of the Department's vision, regarding the programs, mandate, business plans, and political climate and to recognize, understand and react to conflicting perspectives/requirements and sensitive issues across the sectors, regions, functional areas and Coast Guard. The Director General must absorb and use this information to conduct strategic planning sessions where the link is made between priorities and needs of each of the sectors, regions and Coast Guard ensuring a balance between central agency requirements and operational realities, and assisting departmental program managers to understand and commit to business plans and approaches that facilitate the implementation of results-based management.

Partnerships and organizational linkages are a critical aspect of all work undertaken. The Director General ensures the development of a culture of excellence in the area of horizontal management through specific actions, such as streamlining of processes, and quality assurance/quality control, and is proactive in establishing and maintaining professional credibility to involve and influence key partners and stakeholders (e.g., other DFO sectors, regions, Coast

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Guard, Privy Council Office, other government departments and agencies) to influence and negotiate acceptance of policy, program and management improvements, and to streamline review assessments. The incumbent promotes action based on information sharing, partnerships, and risk management to ensure program money is effectively allocated and spent.

The Director General is responsible for ensuring the timely development of (and assurance of Department-wide compliance with) policies that adhere to governing legislation, regulations, and evolving central agency direction, to guide and assist executives, managers and staff throughout the sectors and Department, in their integrated strategic and operational planning, managerial control, and reporting, as well as in measuring performance and risk management. This includes ensuring the development of tools (e.g., to define measurable performance/results and estimate their realistic cost, or frameworks to track accountability for achievement of performance/results). The Director General is also accountable for providing authoritative advice to the Chief Financial Officer, Assistant Deputy Ministers and the Deputy Minister in accountability areas.

On behalf of the Chief Financial Officer, the Director General is also accountable for ensuring that all departmental requirements in interaction with central agencies (pertaining to planning, reporting, risk and results-based management) are fully met, including brokering the resolution to contentious issues within the Department and with central agencies. In the absence of the Chief Financial Officer, the Director General may be called upon to explain particular points of Parliamentary or Cabinet documents before Parliamentary committees. In addition, the Director General provides full secretariat services to the Department's Integrated Planning Committee.

A major challenge to the Director General is the complexity and demands of the new federal context, which requires the complete revamping of the strategic and business planning and reporting functions in DFO, and shifting the paradigm of all Departmental managers away from separate "stovepipe" activities towards integrated planning, management, reporting, with results/performance tied to costs, while empowering them with the direction, knowledge and tools to control their operations and budgets together. In DFO, this is further complicated by acting as a catalyst for the achievement of Departmental goals which cross all sector mandates. Hence, the Director General is challenged with leading frameworks and processes to plan, manage, and report on cross-departmental efforts, and stimulating cumulative results. The strategic and business planning and reporting functions are further complicated by the complex operational nature of the Department, spanning multi-partner and multi-jurisdictional collaboration (resulting in complex accountability tracking).

Another challenge of the position is to ensure the accurate development of departmental documents (e.g., RPP, DPR, IBHRP, TB Submissions, Memoranda to Cabinet, etc.), such that they allow the Deputy Minister to fulfill his/her legal and fiduciary obligations under the *Accountability Act*, and are capable of attestation by the Chief Financial Officer. This challenge is increased due to the enhanced roles of reviewing, analyzing and challenging Memoranda to Cabinet, sectoral documents, and TB Submissions, to advise the Chief Financial Officer and the Deputy Minister on all short- and long-term non-financial risks. This is exacerbated by the concurrent critical requirement that these documents enhance DFO's credibility and competition for scarce tax dollars by demonstrating resource stewardship, accountability, and results/performance linked to costs. Again, the complex operations of the Department exacerbate this challenge (e.g., appropriate plans and estimates for massive litigation with multi-year settlement plans; very high political sensitivity and close public scrutiny of departmental plans/reports).

The incumbent works under the broad and evolving direction of central agency policies, and governing legislation such as the *Financial Administration Act* and the *Federal Accountability Act*. The Director General provides expert advice and briefings to the Minister, Deputy Minister, Chief Financial Officer and others on emerging situations related to planning and reporting (such as projected results/performance shortfalls, and accountability irregularities).

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The incumbent is frequently required to provide expert advice where the issues are complex and volatile, and requires a comprehensive grasp of the variables and associated implications of the Department's proposed actions.

The incumbent represents the Department in discussions and negotiations at central agencies and other departments, which demand a mastery of the principles of strategic and business planning and reporting, as well as the principles of performance measurement, risk and financial management. The incumbent must apply a combination of extensive experience, highly developed interpersonal skills and excellent judgement and prove to be a trusted, credible and informed representative of the Department and federal government in both areas of accountability. The incumbent is given broad latitude by the Chief Financial Officer in decision-making, particularly in providing a response capability for high profile and frequently sensitive issues that are of concern to the Minister and Deputy Minister.

The Director General is expected to lead by example and create a work environment that is conducive to learning and which fosters employee involvement and commitment. The Director General ensures that the full expertise of the teams is tapped and that resources are managed prudently. The incumbent is accountable for establishing priorities, managing resources, and overseeing the development of work plans and tracking systems, and represents and acts for the Chief Financial Officer as needed.

### **DIMENSIONS**

<b>FTEs:</b>	<b>17</b>
<b>Salary Budget:</b>	<b>\$1.477 million</b>
<b>O&amp;M Budget:</b>	<b>\$0.290 million</b>
<b>Total Budget:</b>	<b>\$1.767 million</b>

<b>Department:</b>	
<b>Staff:</b>	<b>10,453 FTEs (2006-07)</b>
<b>Operating Budget:</b>	<b>\$ 1.74 billion</b>

### **SPECIFIC ACCOUNTABILITIES**

1. Develops and guides the implementation of DFO's Corporate Risk Management Strategy and IRM Framework; directs DFO's IRM and MAF networks comprised of representatives from all sectors, regions, Coast Guard and functional areas.
2. Provides leadership and ensures effective departmental planning and reporting – including strategic planning (in consultation with Policy Sector) and business planning – (with costs linked to performance/results measures) including the development and maintenance of related departmental planning, management, reporting, and accountability frameworks (spanning the PAA, PMF, and RMAFs), and their update to central agencies.
3. Leads the development of departmental strategic and business planning and reporting documents (e.g., RPP, DPR) for central agencies and Parliament. Ensures the integrity of information in all of the foregoing departmental documents.
4. Directs the development and implementation of plans and governance structures for issues of horizontal importance, which include clear, consistent and complementary roles and responsibilities for the central agencies,

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sectors, regions and Coast Guard.

5. Represents the Department in discussions and negotiations at central agencies and other departments and establishes partnerships and organizational linkages across DFO sectors, regions, Coast Guard and other functional areas.
6. Provides expert, authoritative advice to the Chief Financial Officer, Assistant Deputy Ministers and the Deputy Minister in accountability areas and provides full secretariat services to the Department's Integrated Planning Committee;
7. 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.

\_\_\_\_\_  
Director General  
Corporate Planning, Governance and Risk Management

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Date

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Chief Financial Officer

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Date