



Fisheries and Oceans Canada Organizational Structure

Presentation to Cohen Commission

November 1, 2010



Outline

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- Departmental Governance
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Part 1 – National Overview



DFO Mandate

- 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.
- To deliver on its mandate to Canadians, the Department has the following strategic outcomes:

DFO's Strategic Outcomes

Sustainable Fisheries and Aquaculture: Delivering an integrated fisheries and aquaculture program that is credible, science-based, affordable, and effective and contributes to sustainable wealth for Canadians while respecting Aboriginal and treaty rights.

Healthy and Productive Aquatic Ecosystems: Ensuring the sustainable development and integrated management of resources in or around Canada's aquatic environment and carrying out critical science and fisheries management activities.

Safe and Accessible Waterways: Providing access to Canadian waterways and ensuring the overall safety and integrity of Canada's marine infrastructure for the benefit of all Canadians.



National Organizational Structure

- In supporting the federal government's responsibility for sea coast and inland fisheries, the Minister of Fisheries and Oceans oversees the administration of the *Fisheries Act*. In this capacity, she is responsible for approving and communicating Departmental policies for the management of fisheries, habitat and aquaculture. The Minister has overall responsibility for the management and direction of the Department, pursuant to the *Department of Fisheries and Oceans Act*.
- The Deputy Minister (DM) is the Accounting Officer and most senior public servant in the Department, appointed by the Prime Minister. The DM is responsible for providing the broad expert advice and support needed for the Minister to fulfill her responsibilities, and undertaking the day-to-day management of the Department on behalf of their Minister.
- The Department's national headquarters are located in Ottawa and it has six regional centres of operations (which include a number of area offices) -- Pacific, Central and Arctic, Quebec, Gulf, Maritimes and Newfoundland & Labrador.
- Changes were made to the complement of the senior cadre in 2009 and 2010:
 - Creation of the consolidated International Affairs Directorate (IAD)
 - Implementation of the Chief Financial Officer (CFO) model
 - Consolidation of Human Resources and Corporate Services (HRCS) into one sector.
 - A combined Oceans and Science Sector
 - A new Ecosystems and Fisheries Management (EFM) sector that consolidates operations
 - A strengthened Policy Sector



Six Regions

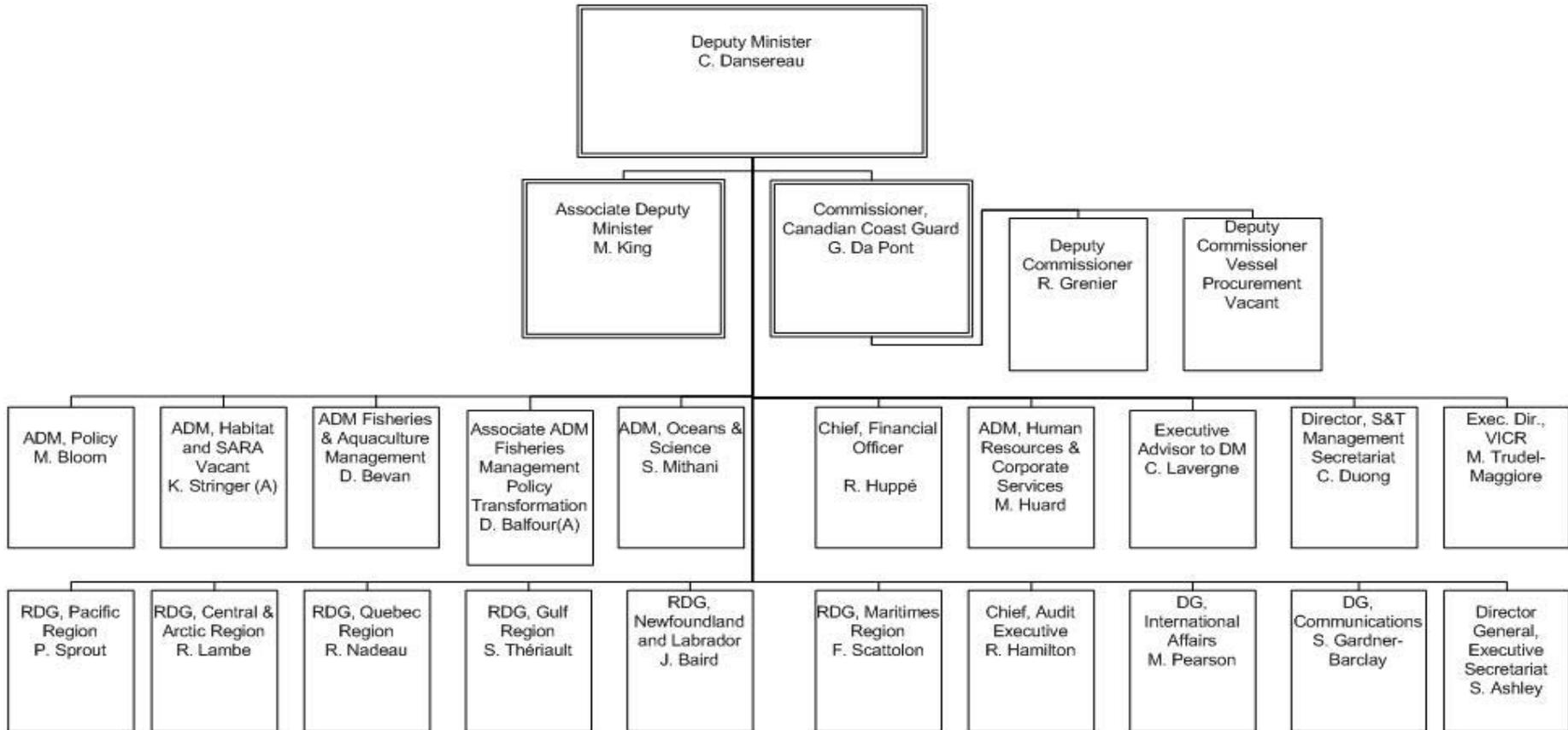
- The Department's six regions are each headed by a Regional Director General





DM Direct Reports (Previous)

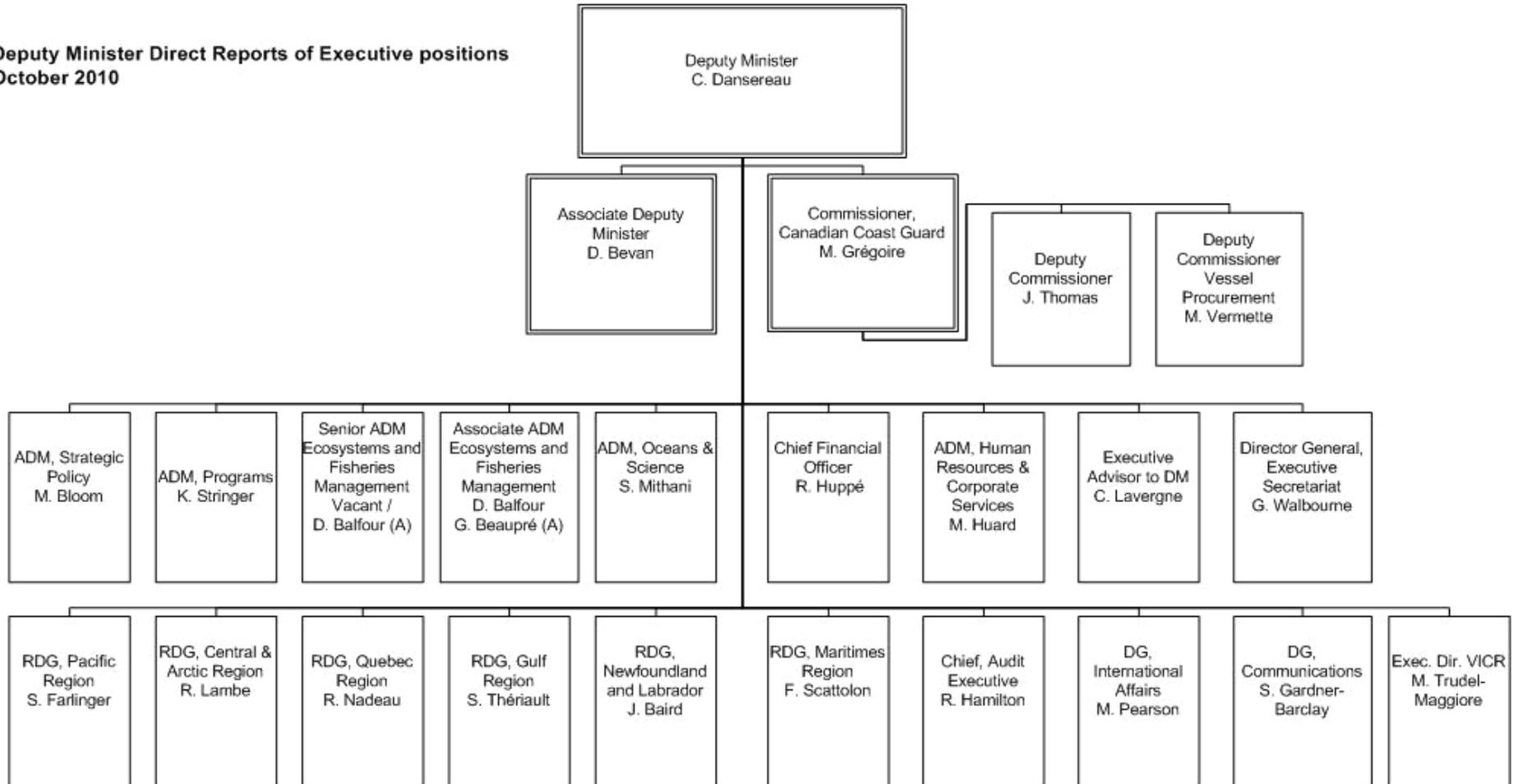
Deputy Minister Direct Reports
Prior to May 3, 2010





DM Direct Reports (Current)

Deputy Minister Direct Reports of Executive positions
October 2010



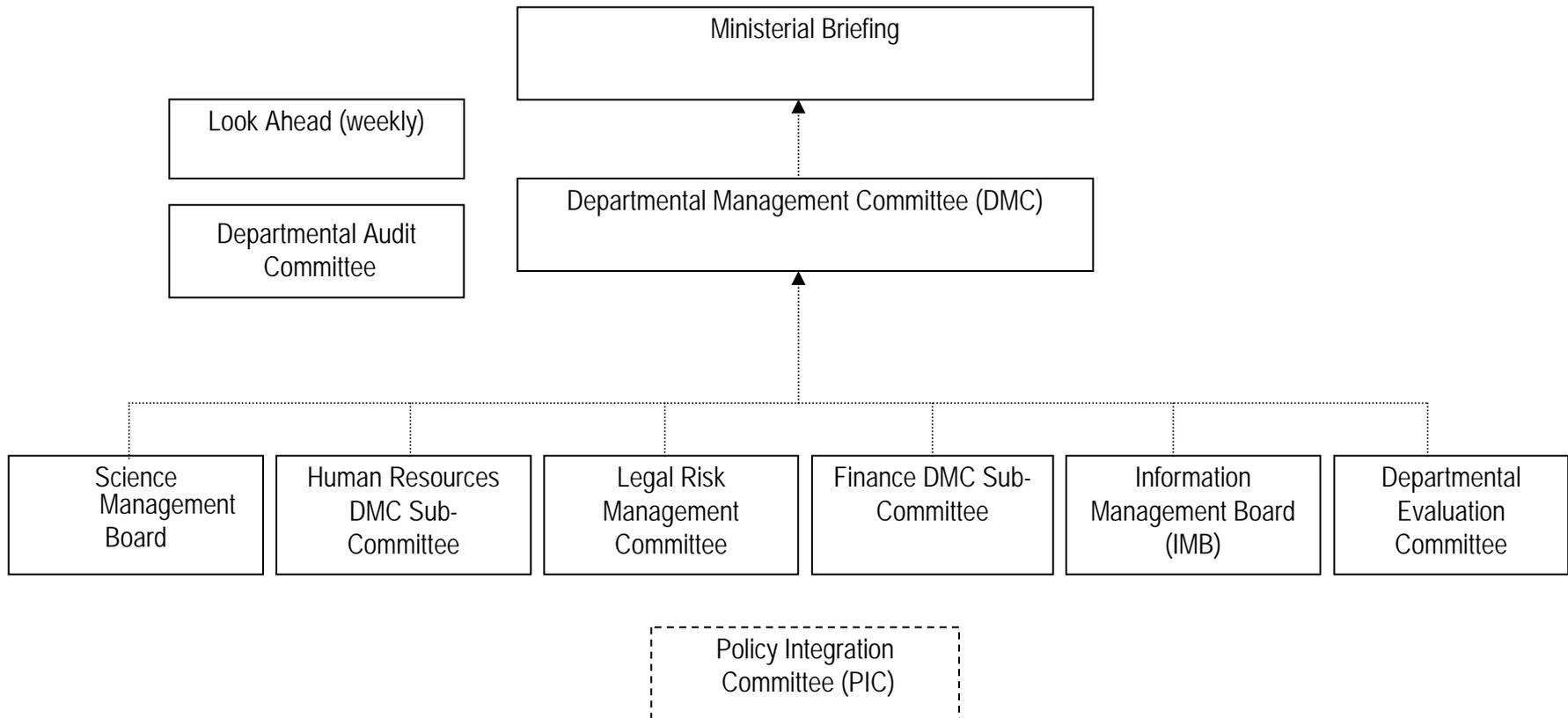


Departmental Governance

- The Departmental Management Committee (DMC), chaired by the Deputy Minister, is the Department's senior management decision-making body.
- DMC:
 - establishes overall goals, priorities, policies and procedures;
 - promotes integrated management;
 - supports DFO's matrix management model; and,
 - establishes and monitors budgets, and manages in-year reallocations.
- DMC is supported by subcommittees, including the Human Resources subcommittee, the Finance subcommittee and the Evaluation Committee.
- The Department is also supported and advised by a committee of External Auditors (DAC). The DAC is currently chaired by the Deputy Minister and co-chaired by an external advisor.



Governance Model





Role of the Minister

- The Minister of Fisheries and Oceans' powers derive from a series of statutes, including:
 - *Department of Fisheries and Oceans Act*;
 - *Fisheries Act*;
 - *Oceans Act*;
 - *Coastal Fisheries Protection Act*;
 - *Fishing and Recreational Harbours Act*;
 - *Species at Risk Act*;
 - *Canadian Environmental Assessment Act*; and,
 - *Canada Shipping Act 2001*.
- The key statute with respect to Pacific salmon is the *Fisheries Act*:
 - Section 7 provides the Minister with “absolute discretion” in issuing fishing licences; and,
 - Section 43 provides the Governor in Council with broad authority to make regulations for carrying out the purposes and provisions of the *Fisheries Act*, including the management of Pacific salmon.
- The Minister's discretion under section 7 of the *Fisheries Act* is subject to:
 - express limitations in the *Fisheries Act* and other statutes;
 - requirements of administrative law, which provide that the Minister must exercise her discretion in good faith, and must base her decision on relevant considerations and avoid arbitrariness;
 - court decisions regarding section 7 of the *Fisheries Act*, such as *Gulf Trollers Association v. Canada (Minister of Fisheries and Oceans)* (Federal Court of Appeal) (1986) and *Comeau's Sea Foods Ltd. v. The Queen* (Supreme Court of Canada) (1997)); and
 - First Nations rights recognized by s. 35 of the *Constitution Act*, plus obligations to First Nations set out in land claims agreements and court decisions such as *Ahousaht Indian Band and Ahousaht Nation v. Canada* (B.C.S.C. 2009; appeal heard by the B.C. Court of Appeal in December, 2010); *Lax Kw'alaams Indian Band v. Canada* (2009 decision of the B.C. Court of Appeal; appeal to be heard by the Supreme Court of Canada in 2011); and *R. v. Kapp* (2008) (Supreme Court of Canada).



DFO Management Model

- DFO has a matrix management model:
 - Policy and program direction is set by the Minister based on advice provided through the Deputy Minister from the Department.
 - Implementation and program delivery are undertaken in the regions and sectors.
- The model includes both functional and line reporting relationships. Functional reporting ensures coordination and consistency. Line authority ensures direct accountability for day-to-day decision making.
- Regional Directors General (RDGs) are responsible for delivering programs and activities in their regions in accordance with national and regional priorities and within assigned resources and national performance parameters.
- Regional Program Directors have a line reporting relationship with the RDG and receive functional direction from Assistant Deputy Ministers (ADMs) in national headquarters.
- Area Directors in the region integrate service delivery at the local level. They report to the RDG and receive policy and program direction from Regional Directors.



Part 2 - Pacific Region Overview

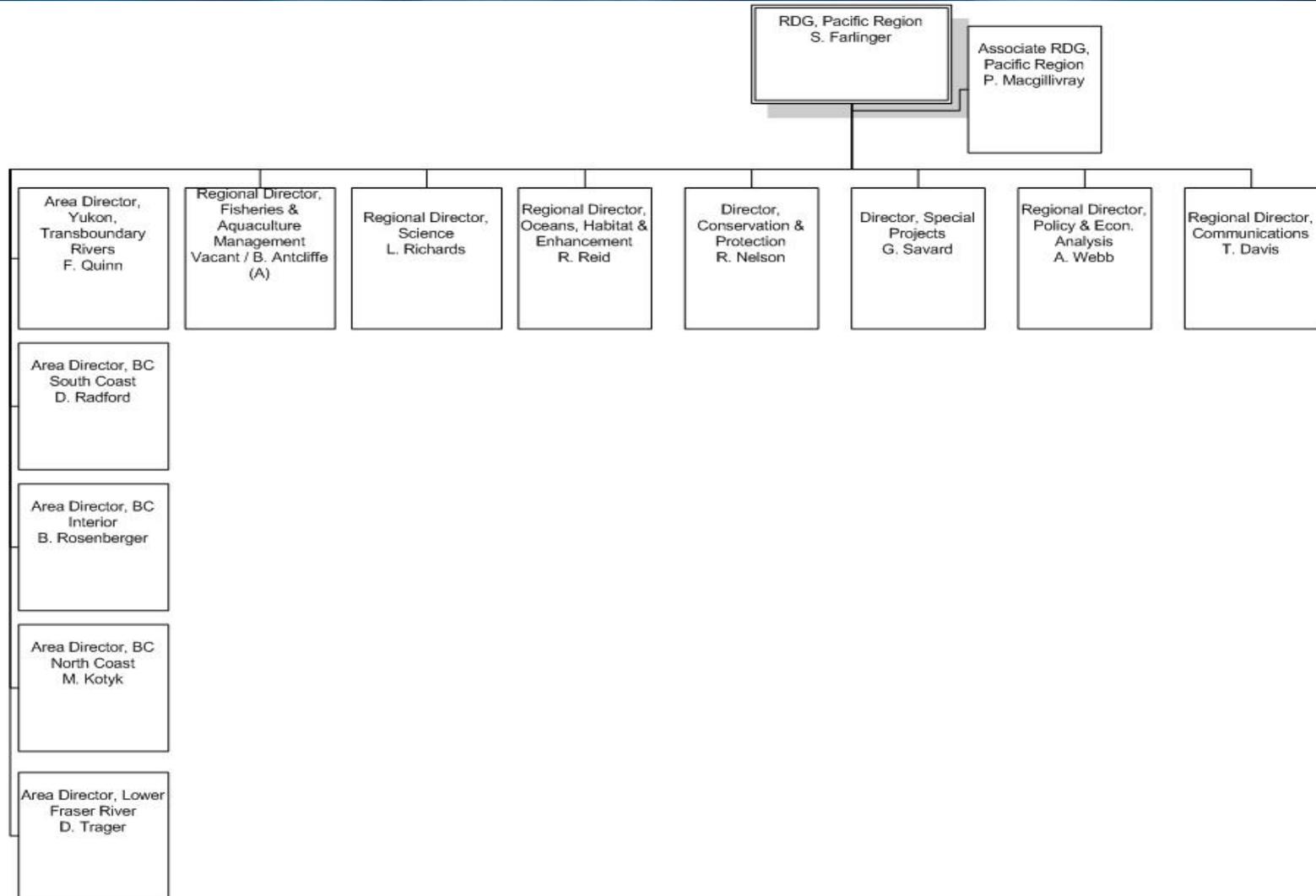


Pacific Region Organizational Structure

- The Pacific Region's headquarters are located in Vancouver.
- The region is organized geographically into five areas – British Columbia Interior, Lower Fraser River, South Coast, North Coast, Yukon & Transboundary Rivers.



Pacific Region Organization – RDG Direct Reports





Regional Governance

- The RDG chairs a Regional Management Committee (RMC) which serves as the region's senior management decision-making body.
- The RMC provides a place where all aspects of regional management come together, including:
 - developing and implementing regional priorities flowing from national guidance;
 - promoting integrated management; and,
 - overseeing budgetary and human resource management matters.
- RMC is supported by a: Strategic Directions Committee, Operations Committee and Regional Human Resources Committee.



Regional Engagement

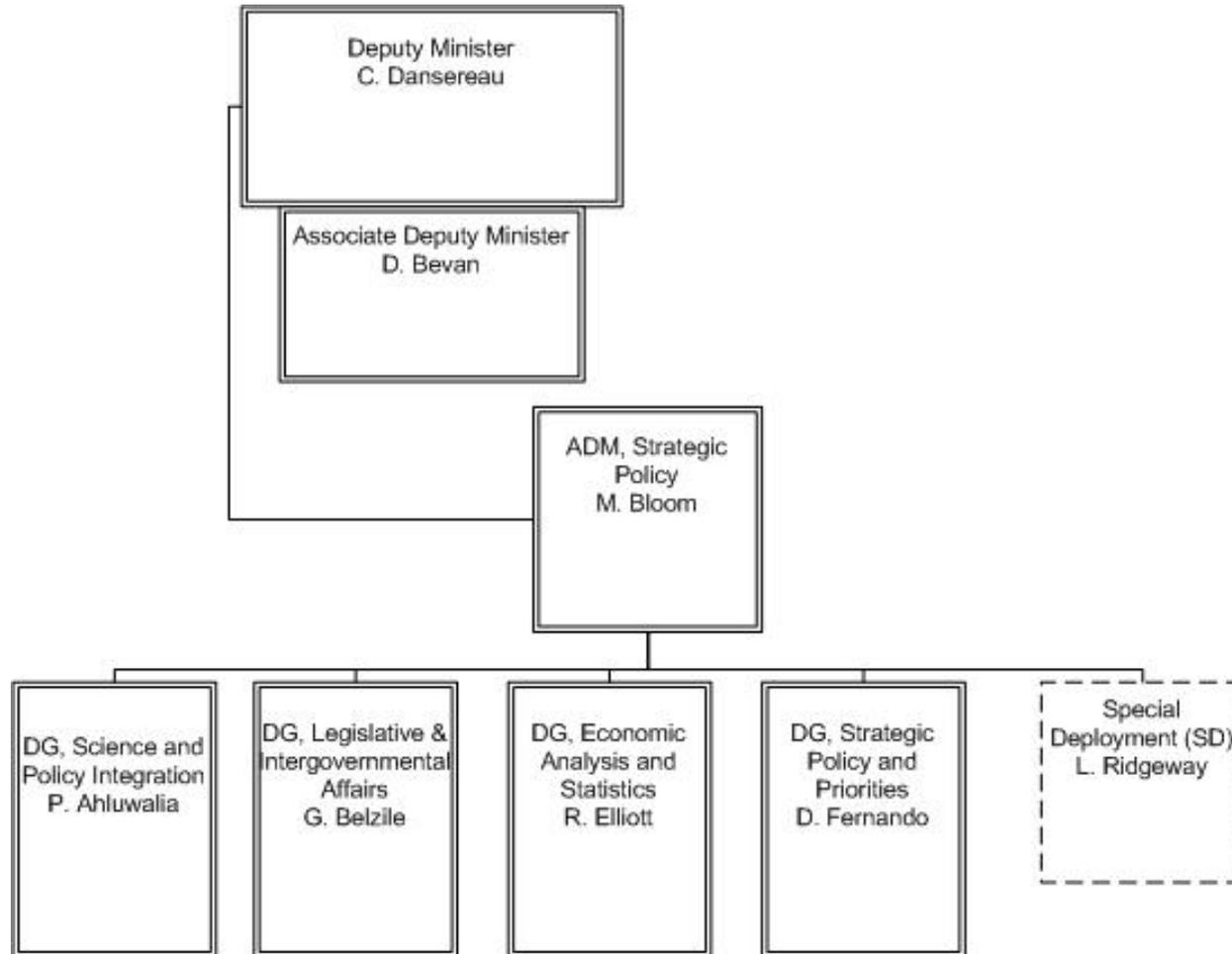
- With a strong externally oriented focus, Pacific Region seeks extensive input from various sources -- the Province of British Columbia (BC), First Nations, commercial, recreational and environmental interests -- to enhance the program delivery.
- Examples of ongoing processes related to Pacific salmon include:
 - Canada-BC agreements and meetings;
 - Bilateral and multilateral consultations with First Nations;
 - Integrated Salmon Harvest Planning Committee;
 - Commercial Salmon Advisory Board;
 - Sport Fishing Advisory Board; and,
 - Salmon Enhancement and Habitat Advisory Board.
- Under the terms of the Pacific Salmon Treaty, DFO also works closely with the Pacific Salmon Commission, in particular the Fraser River Panel.



Annexes

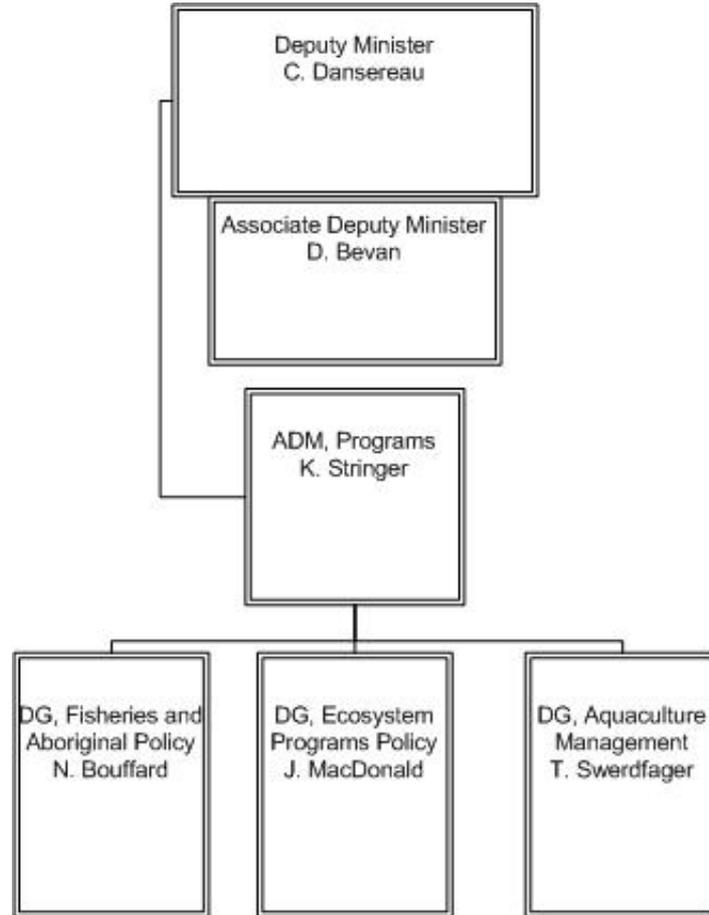


ADM Strategic Policy Direct Reports



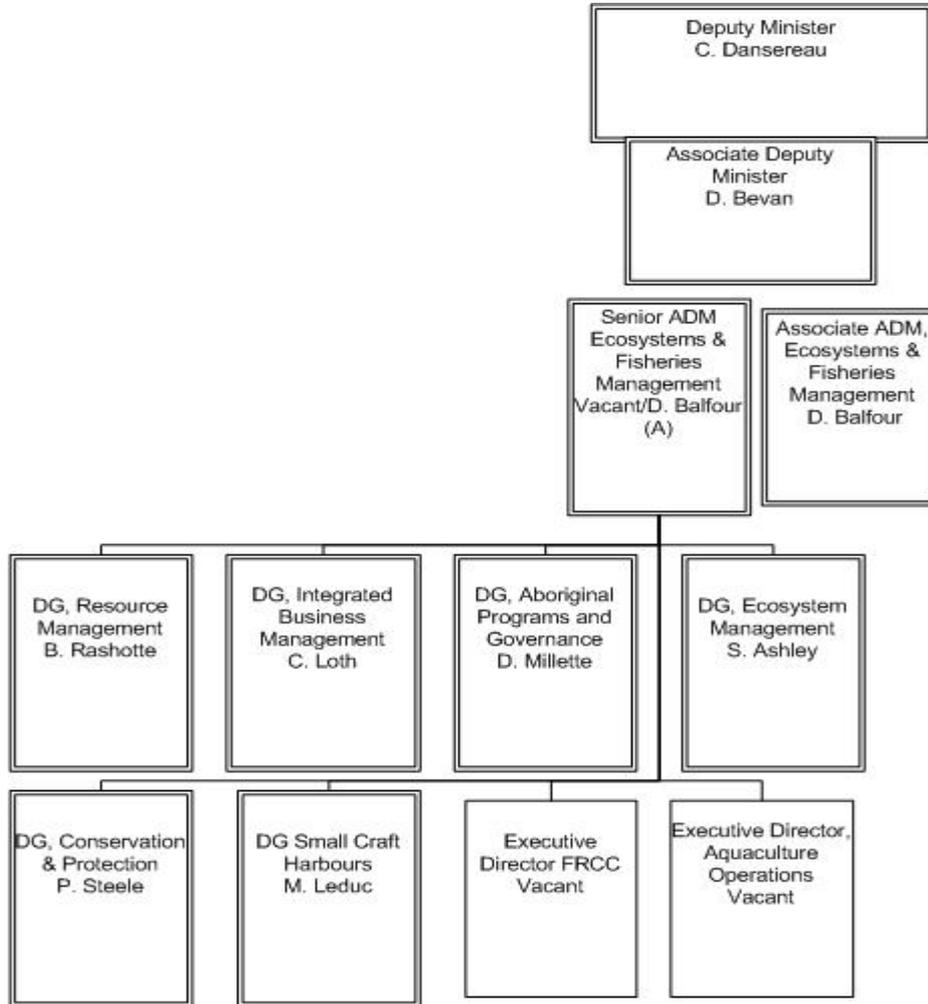


ADM Programs Direct Reports



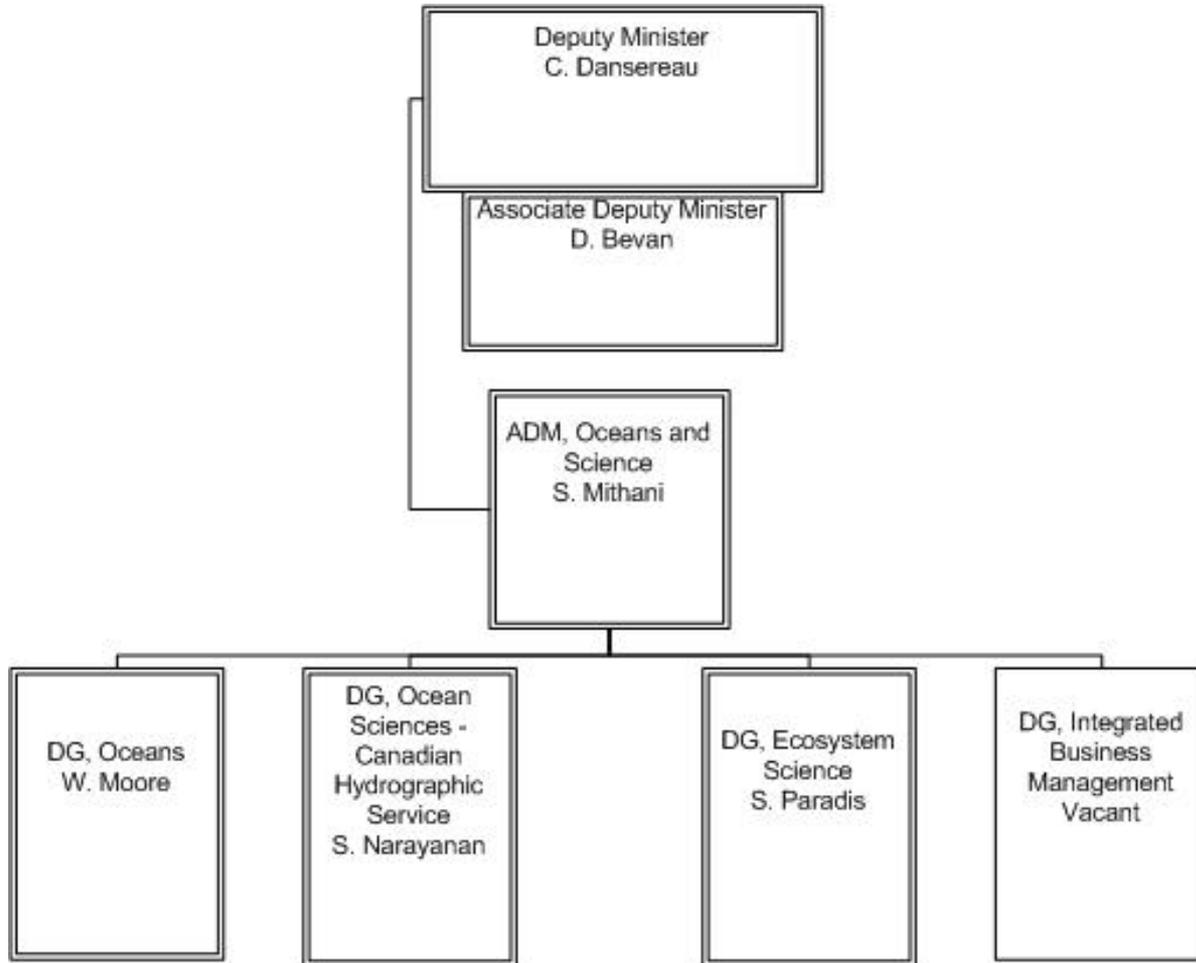


Senior ADM EFM Direct Reports



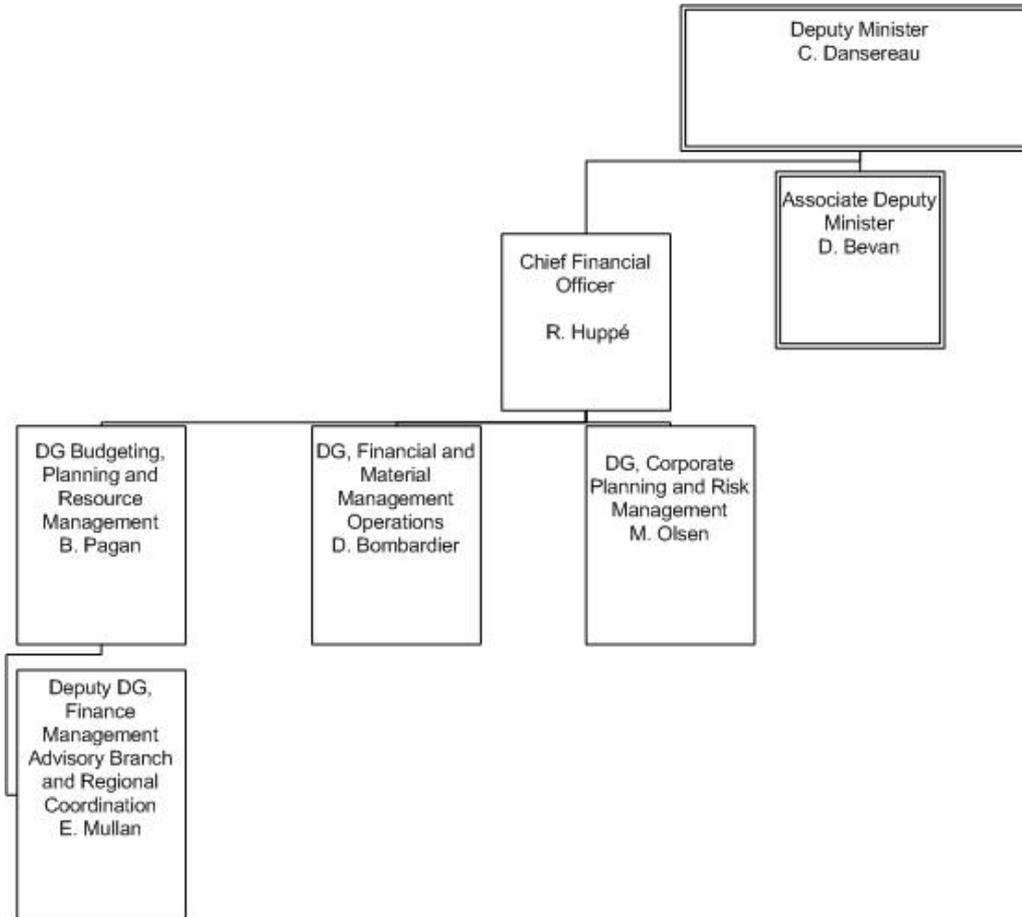


ADM OSS Direct Reports



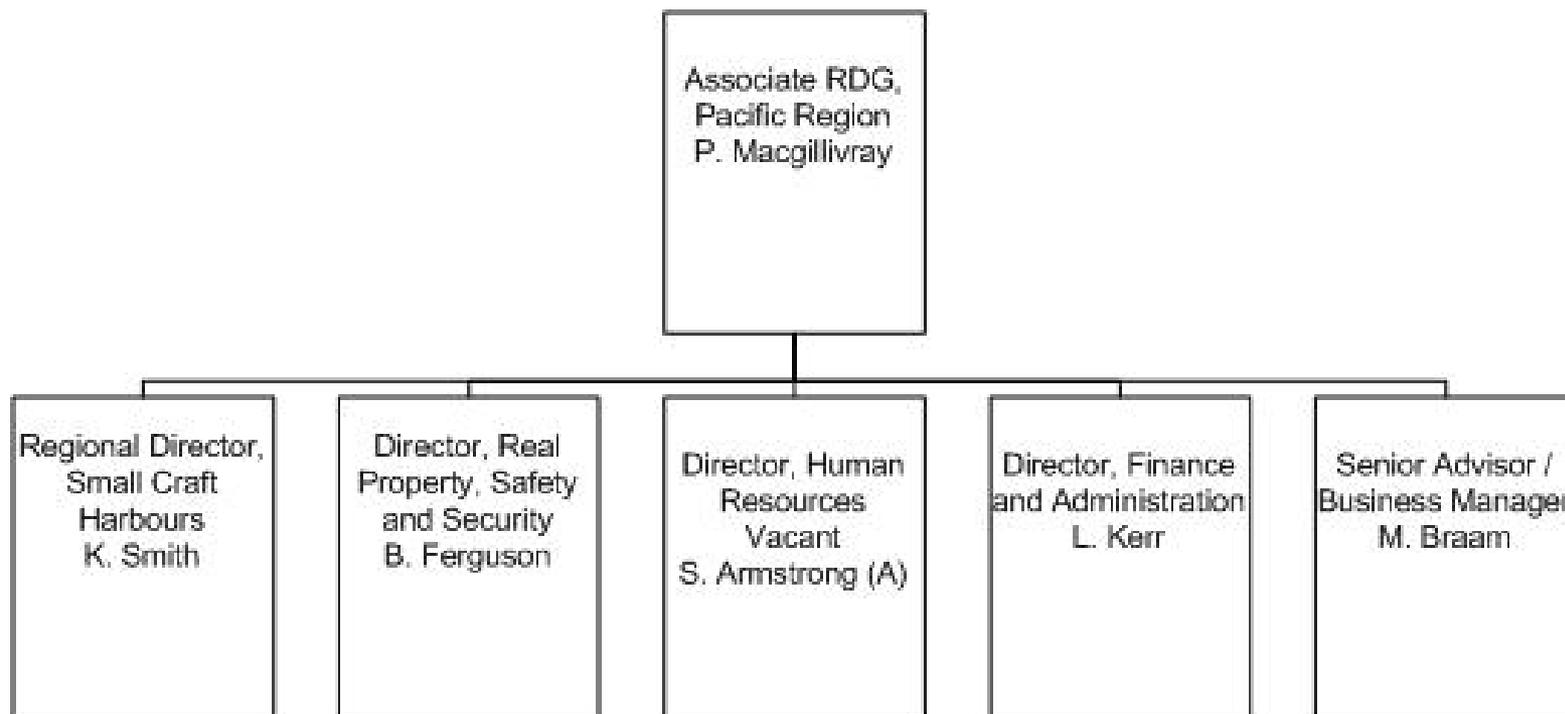


CFO Direct Reports



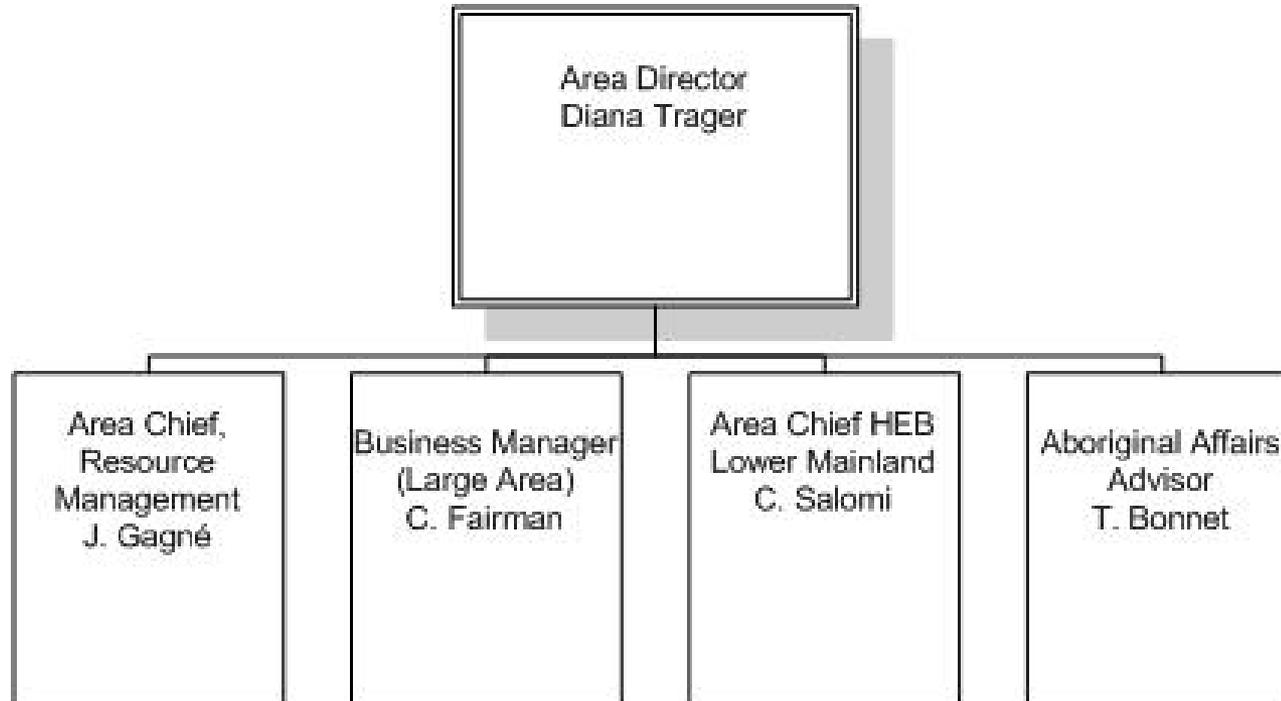


Associate RDG Direct Reports



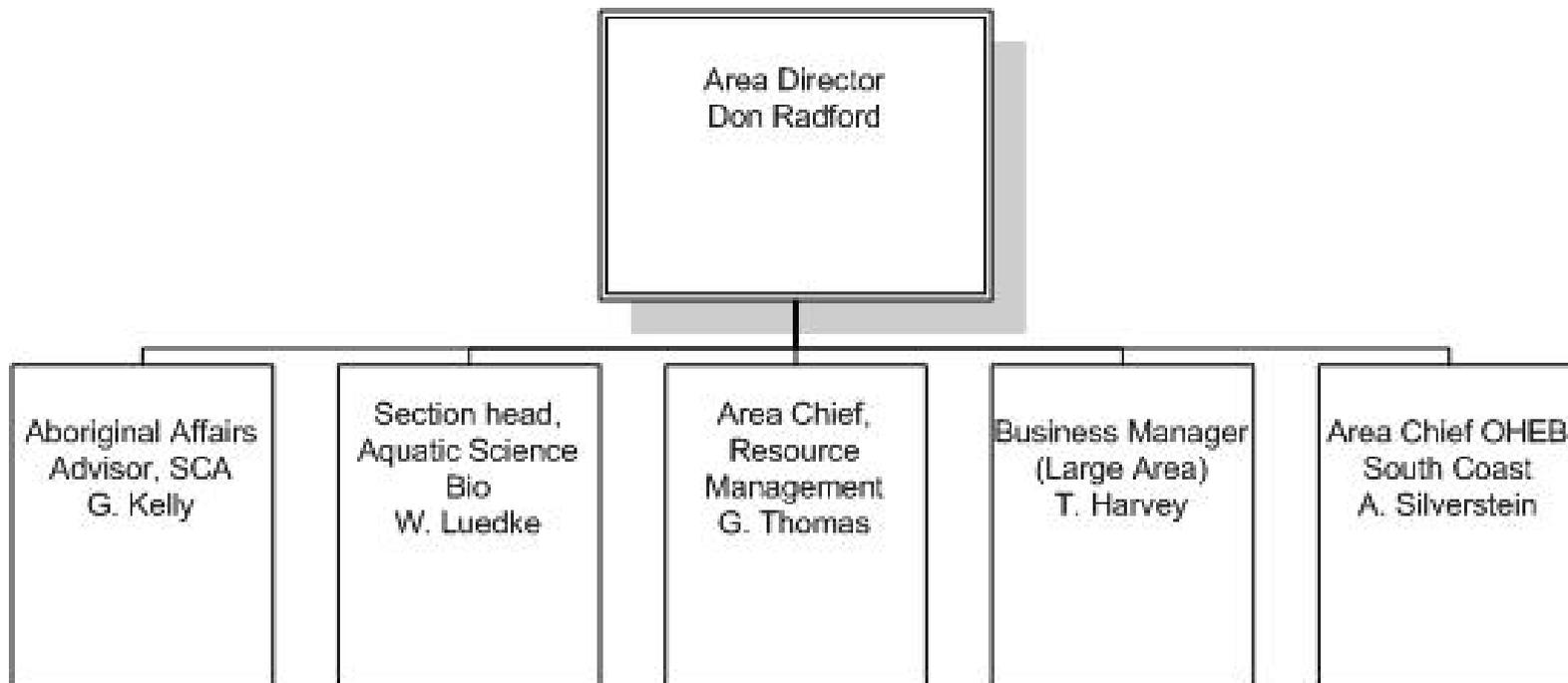


Area Director, Lower Fraser River Direct Reports



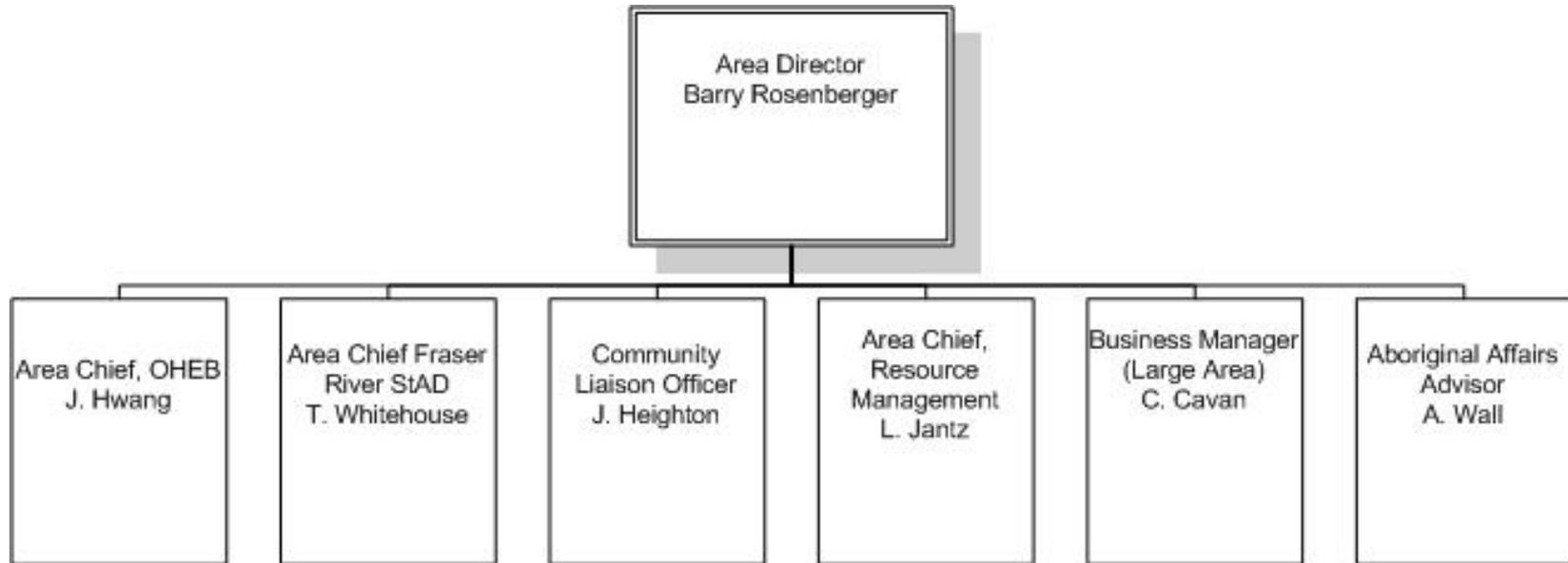


Area Director, South Coast Direct Reports



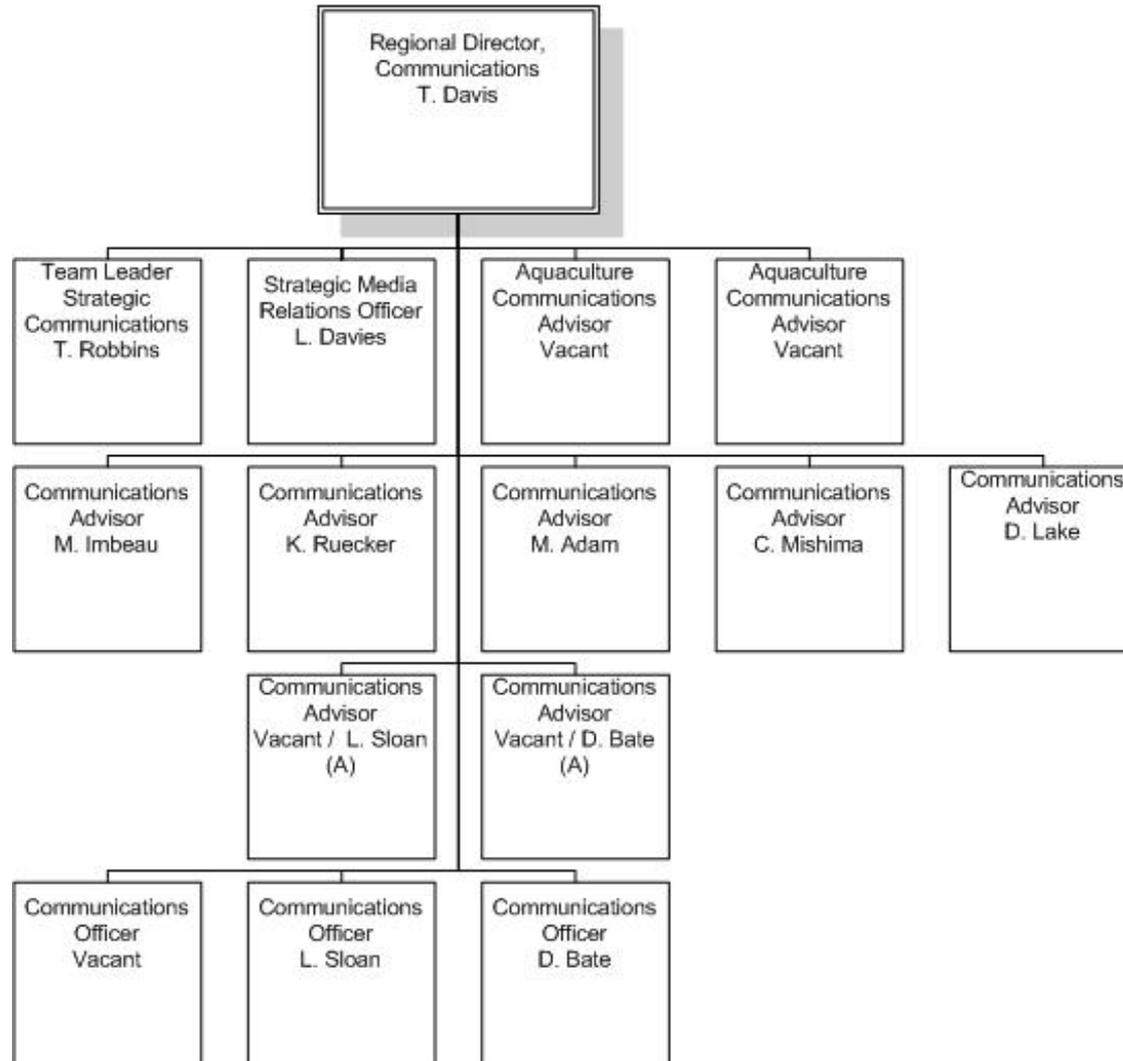


Area Director, BC Interior Direct Reports



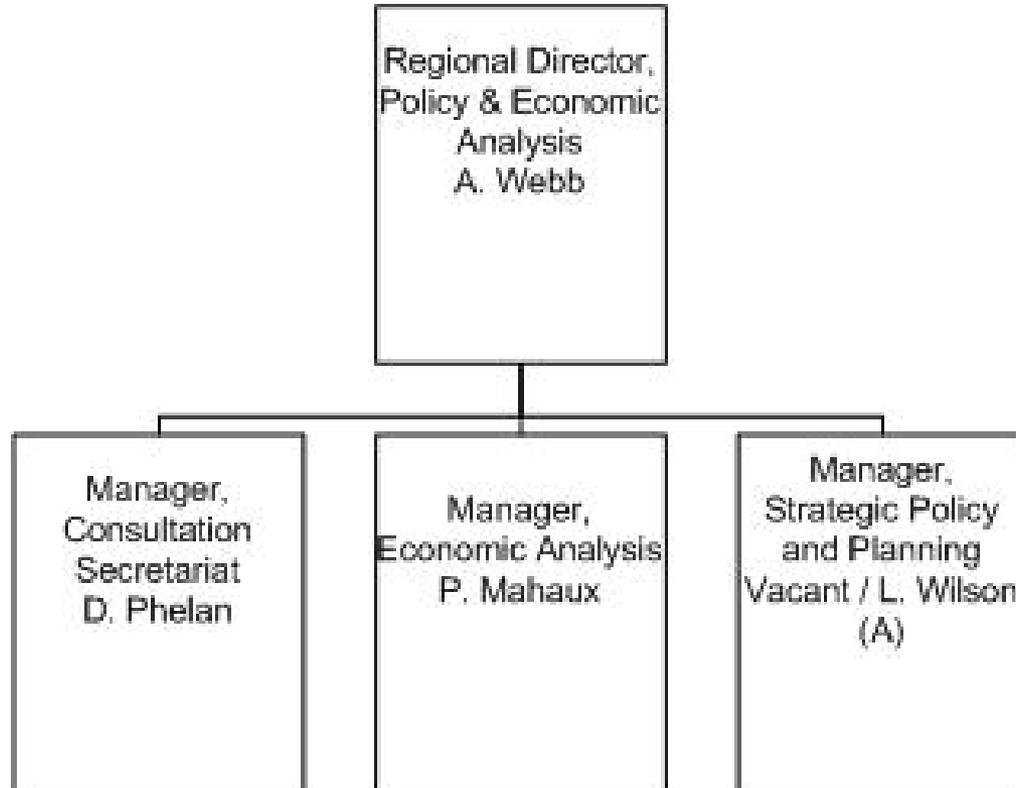


Regional Director, Communications Direct Reports



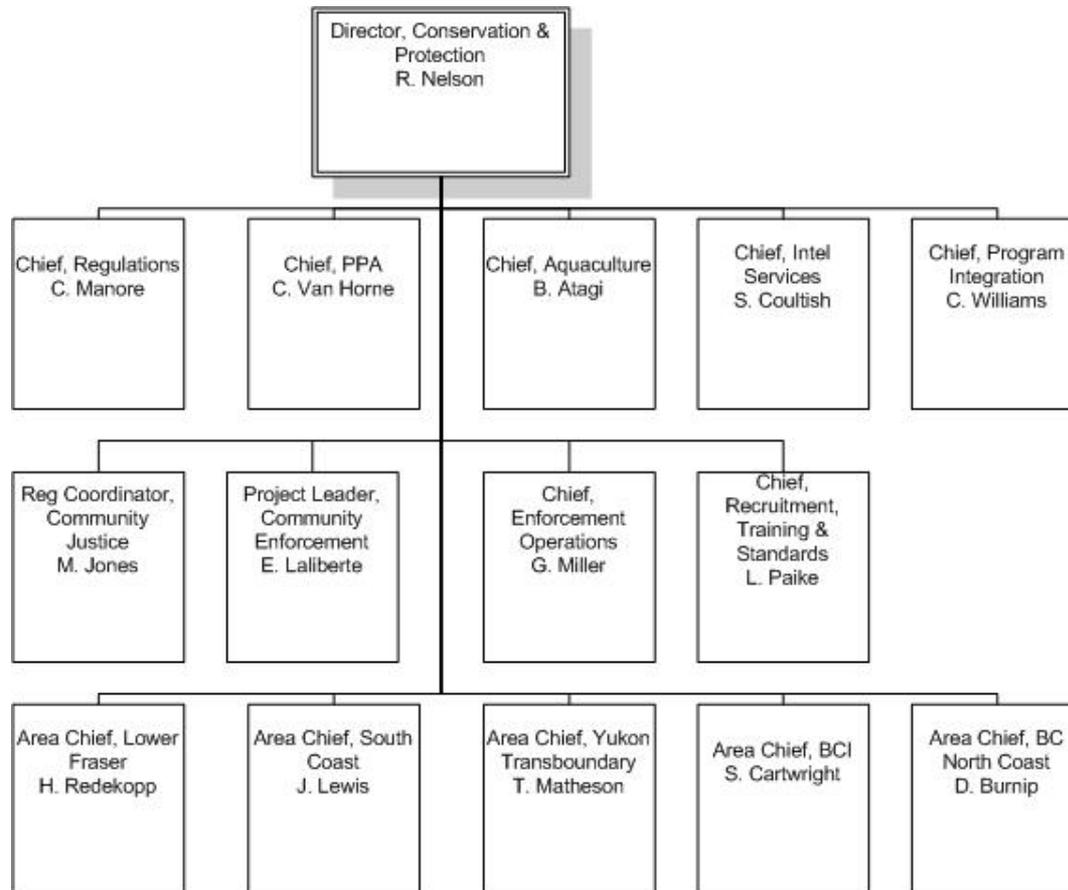


Regional Director, Policy Direct Reports



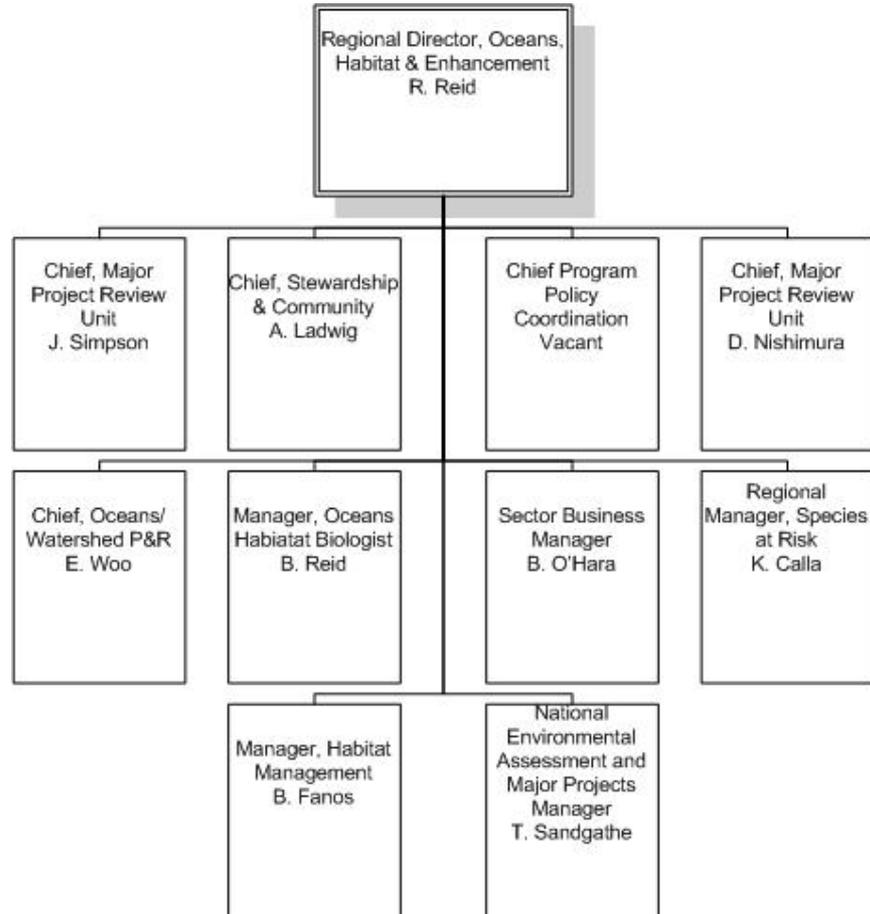


Regional Director, Conservation & Protection Direct Reports



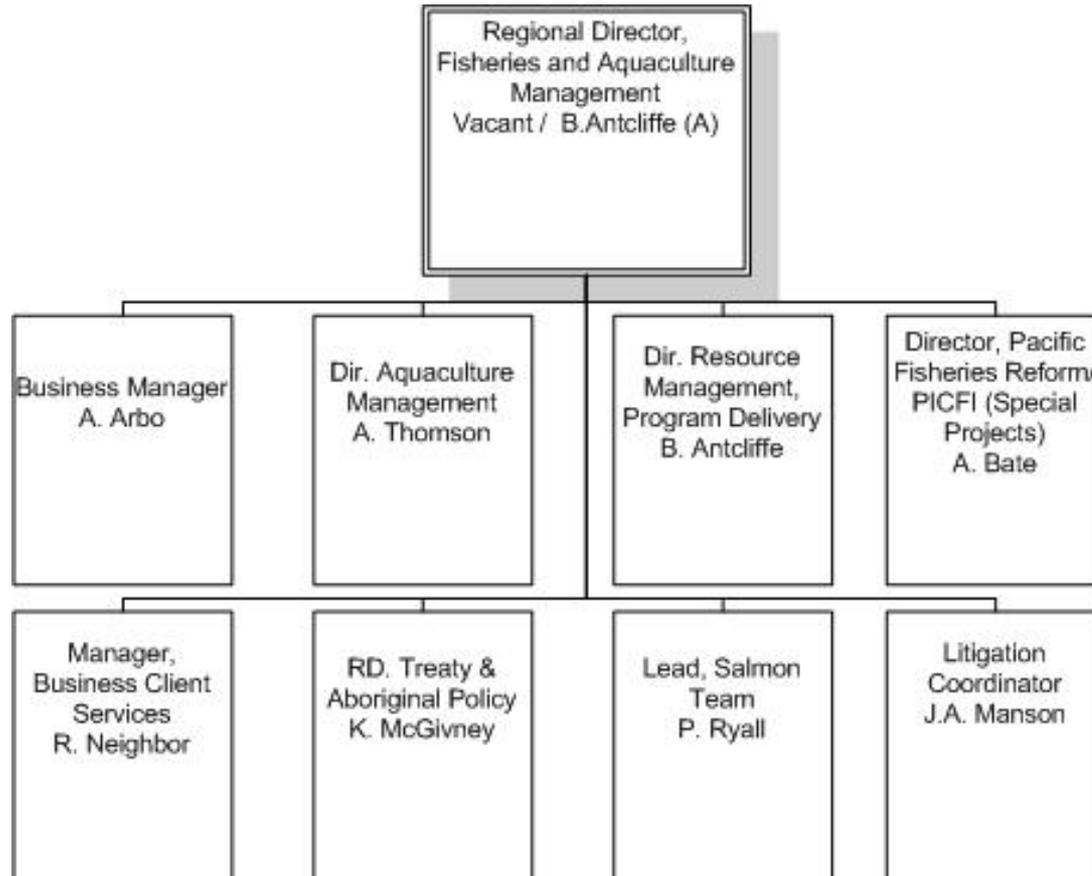


Regional Director, Oceans, Habitat, Enhancement & SARA Direct Reports





Regional Director, Fisheries & Aquaculture Management Direct Reports





Regional Director, Science Direct Reports

