

## **Review of Existing Mitigation Measures for DFO's 8 Corporate Risks in 2008**

**FINAL VERSION**

For questions and comments, please contact:

Ron Sisk  
Integrated Risk Management Office  
613-993-5831

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## **Executive Summary**

### **Introduction**

This review of existing mitigation measures for DFO's 8 corporate risks, as found in the 2008 Corporate Risk Profile, was done at the request of the Departmental Management Committee (DMC) on October 29, 2008.

### **Context**

The request by DMC to the Integrated Risk Management Office (IRMO) was made to help support the work of the risk mitigation champion teams established for each corporate risk. Among other things, the champion teams must conduct a **gap analysis** of the existing mitigation measures in place across the department to determine if additional mitigation measures are needed to treat the corporate risks.

### **Risk Mitigation Measure Defined**

The Corporate Risk Profile is calibrated to inform decision-making at the senior management level so the focus of this review was on finding **over-arching** department-wide policies, guidelines, processes, mechanisms, organizational governance structures and strategies. Attention was paid to mitigation measures that would seem to require direct oversight by the Departmental Management Committee (DMC).

### **Sources of Information for Identifying Existing Mitigation Measures**

References for identifying the existing mitigation measures included the Consultation Document used at January 22, 2008 DMC meeting; the DFO Intranet Site; 2008-09 Report on Plans and Priorities; 2008 Integrated Business Plan and HR Plan; MAF VI evidence; Information Sheets of August 2008 from the sectors; and the 15 sector risk profiles used to roll up to the 2008 CRP.

### **Findings**

The lack of an accessible "paper trail" in many cases made it difficult to determine if tracking mitigation progress using indicators is a standard practice. It is not clear therefore if there are always adequate controls and guidelines for the risks and if there is consistent compliance with those controls across the department. There is a need to develop clarity on how to measure, track and report on progress in this context (e.g., plans with targets and strategies that can be tracked). That being said, a partial picture does emerge of department-wide measures and a few program-level ones in place that address to varying degrees, the corporate risks, as shown in this table. For more detail on program-level measures see tables in the text proper.

TABLE (Chart)

Risk	Existing Risk Mitigation Measures
<b>Risk: 1. Human Capital (For more detail please see p. 15)</b>	<ul style="list-style-type: none"> <li>• DMC HR Committee</li> <li>• HR Champions</li> <li>• HR Modernization</li> <li>• Increased accountability for HR management through integrated business planning.</li> <li>• DFO participates in national and international science research networks to support development.</li> <li>• Corporate Services received \$1M to address capacity issues with HR.</li> <li>• Alternate hiring methods; doubling up on positions in critical sectors; internships; succession Plans for 20 Occupational Groups</li> <li>• National Organization Structures/National Model Work Descriptions</li> <li>• 2008-11 Management Action Plan on Employment Equity</li> <li>• Canadian Coast Guard College transformation</li> <li>• Fleet HR Development Program</li> <li>• Reliance on 3<sup>rd</sup> parties (SCH)</li> <li>• Long-term National HR Strategy (Science)</li> <li>• National Organizational Chart for FAM</li> </ul>
<b>Risk: 2. Information for Decision- making (For more detail please see p. 19)</b>	<ul style="list-style-type: none"> <li>• Information Management Board</li> <li>• Launch of the Information Management Strategic Plan</li> <li>• IM Vision – New</li> <li>• Improved Departmental Performance Report</li> <li>• IM Management Policy and new suite of IT Policies</li> <li>• Improvement to integrated asset information systems</li> <li>• Proposed IM Framework</li> <li>• DFO has launched a statistical review (for data needs analysis).</li> <li>• Refinement of performance measurement framework (CCG)</li> <li>• National Science Data Management Committee</li> <li>• Science Project Inventory System</li> <li>• DMC Science Committee</li> <li>• Common SAR Program Data Model</li> <li>• Centres of Expertise (HR)</li> <li>• Abacus Upgrade</li> </ul>
<b>Risk: 3. Organizational Adaptability (For more detail please see p. 24)</b>	<ul style="list-style-type: none"> <li>• DMC Policy Subcommittee, a Policy Integration Committee and regional integration mechanisms</li> <li>• Strategic Plan (now RPP)</li> <li>• Integrated Planning Committee (DG level)</li> <li>• Consultation mechanisms practices for interdepartmental, national, international and regional stakeholders</li> <li>• Northern Strategy</li> </ul>

	<ul style="list-style-type: none"> <li>• DFO Management Model</li> <li>• Guidelines for Using Internal Communications Vehicles</li> <li>• Corporate Approach to Strategic Communications Tactic 4: Internal Communications Strategy - April 2004</li> <li>• Internal Documents: <i>In the Loop</i>, <i>Oceans</i>, <i>Oceans Extra</i></li> <li>• Annual planning process</li> <li>• Consultation mechanisms exist for inter-departmental, national, regional and industry consultation.</li> <li>• Regional Federal/Provincial/ Territorial governance structures and committees.</li> <li>• Level of Service Review (CCG)</li> <li>• Review of National Environmental Response Strategy (CCG)</li> <li>• Marine Services Fee Strategy (CCG)</li> <li>• Framework for the Future of Science</li> <li>• Oceans to Plate (FAM)</li> <li>• Environmental Process Modernization Plan (Habitat)</li> <li>• Control Framework for the Statement of Internal Control (Fin. &amp; Admin.)</li> <li>• IT Sustainability Project</li> </ul>
<b>Risk: 4. Internal Alignment. (For more detail please see p. 28)</b>	<ul style="list-style-type: none"> <li>• DMC Standing Committee – Finance</li> <li>• Annual planning &amp; reporting cycle</li> <li>• Departmental Assessment and Alignment Project (DAAP)</li> <li>• Various committees and team structures exist to unite members of different regions and headquarters.</li> <li>• BASR 1 &amp; 2</li> <li>• Program Activity Architecture and the Performance Measurement Framework</li> <li>• CFO Model</li> <li>• Life-cycle management practices (CCG)</li> <li>• National Functional Committees (SCH)</li> <li>• Science Renewal</li> <li>• Fisheries Renewal</li> <li>• New Fisheries Bill</li> <li>• Management Control Framework for APG Programs`</li> <li>• Operational Planning and Budgeting Process (C&amp;P)</li> </ul>
<b>Risk: 5. Physical Infrastructure (For more detail please see p. 32)</b>	<ul style="list-style-type: none"> <li>• <b>Long-term Capital Plan Process and Centres of Excellence</b></li> <li>• Renewal of Capital Management Framework</li> <li>• Leveraging partnerships for infrastructure and data collection</li> <li>• National Priority Rating System (NPRS)</li> <li>• Business Resumption Plans, Emergency Response Plans, and Environmental Management Plans.</li> <li>• Ministerial Contingency Fund</li> </ul>

	<ul style="list-style-type: none"> <li>• Vessel condition surveys and maintenance review</li> <li>• Aids to Navigation in the 21<sup>st</sup> Century</li> <li>• National Standards for Harbour Conditions (SCH)</li> </ul>
<b>Risk: 6. Stakeholder Expectations (For more detail please see p. 35)</b>	<ul style="list-style-type: none"> <li>• Communicating with External Audiences: Approval Process for Communications Products</li> <li>• Guidelines for Using Internal Communications Vehicles (for employees)</li> <li>• Corporate Approach to Strategic Communications Tactic 4: Internal Communications Strategy</li> <li>• Web Advisory Bd. leading the Web Renewal Initiative</li> <li>• Communication strategies to inform the public and help establish the boundaries of services.</li> <li>• Quick response teams handle negative media responses, including a strategic communications function in the Pacific Region.</li> <li>• Like-minded countries initiative: high-level approach to disseminate factual information on aquaculture</li> <li>• National Marine Advisory Boards (CCG)</li> <li>• Levels of Service and Service Standards (CCG)</li> <li>• National Client Services Committee (SCH)</li> <li>• National Standards for Harbour Infrastructure Conditions (SCH)</li> <li>• Science Outreach Strategy</li> <li>• Science Renewal</li> <li>• Canadian Code of Conduct for Responsible Fishing Operations (FAM)</li> <li>• Commercial Fisheries Licensing Policy for Eastern Canada</li> <li>• Integrated Fisheries Management Plans (FAM)</li> <li>• Pacific Fisheries Reform</li> <li>• Duty to Consult Aboriginal Groups</li> <li>• Centres of Expertise for Oceans Management (Oceans)</li> <li>• Federal Marine Protected areas Strategy (Oceans)</li> <li>• Policy for Management of Fish Habitat &amp; Practitioners' Guide (Habitat)</li> </ul>
<b>Risk: 7. Partnering and Collaboration (For more detail please see p. 39)</b>	<ul style="list-style-type: none"> <li>• DFO, <i>Pacific Region Program Manager's Guide to Partnering</i>, 2000</li> <li>• DFO, <i>Policy on Collaborative Arrangements</i></li> <li>• TBS <i>Managing Collaborative Arrangements: A Guide for Regional Managers</i>, 2003</li> <li>• Health Canada, <i>Guidelines for Effective Collaboration</i></li> <li>• DFO, <i>Habitat Management, Guidelines for Federal-Provincial-Territorial (FPT) Agreements on Fish Habitat Management</i></li> <li>• <a href="#">DFO Science Collaborative Guide</a></li> <li>• Collaborative Arrangement Training Package - Draft</li> <li>• Formal MOUs, Accountability Accords, Standing Offers, Joint Project Agreements, Contribution Agreements</li> </ul>

	<ul style="list-style-type: none"> <li>• Setting certification requirements and standards and conducting audits (e.g., Existing Aboriginal Fishery Guardian status for First Nations, industry protocols and third-party designations).</li> <li>• DFO Legal Services reviews partnering and collaboration agreements for all sectors and regions in DFO.</li> <li>• Educational activities for contractors to support self-monitoring, particularly in remote areas where DFO's presence is limited.</li> <li>• Efforts to harmonize activities with provinces and territories for mutual benefit and benefit of industry.</li> <li>• CCGA contribution agreements</li> <li>• HA advisory committees (SCH)</li> <li>• Partnership Strategy in Science Renewal</li> <li>• The DFO Science Collaboration Framework</li> <li>• Academic Research Contribution Program for Canadian universities (Science)</li> <li>• "Shared Stewardship" (Fisheries Renewal)</li> <li>• Modernization of NAFO</li> <li>• Health of Oceans Initiative</li> <li>• Canadian Oceans Commission</li> <li>• International Governance Strategy</li> <li>• Species at Risk Advisory Committees</li> </ul>
<b>Risk: 8. Legal and Compliance (For more detail please see p. 42)</b>	<ul style="list-style-type: none"> <li>• Legal Risk Management Committee &amp; Process</li> <li>• High Impact Committee &amp; Process</li> <li>• Legal training for DFO field officers</li> <li>• Legal Advisory Services</li> <li>• Conservation and Protection Sub-activity</li> <li>• Formal legal risk driver analysis</li> <li>• Legal Services working with Audit &amp; Evaluation to formally analyze risk drivers underlying DFO's high impact issues/cases</li> <li>• Amending Legislation (e.g., Bill C-32, SARA)</li> <li>• Obtaining outside legal advice from Department of Justice</li> <li>• Major Projects Review Branch</li> <li>• Central agency policies such as Interim Guidelines on Consultation and Accommodation</li> <li>• Aboriginal Fisheries Strategy</li> <li>• Duty to Consult Aboriginal Groups</li> <li>• Agreements with Aboriginal organizations</li> <li>• Parliamentary Review of SARA</li> </ul>

### Next Steps

The champion team for each corporate risk should

- Set up a working group; there's a lot of work to do for each risk.
- Finalize the gap analysis, and clarify the risk also, if need be.

- Prioritize where additional mitigation effort or controls should be applied.
- Develop a complete action plan for the mitigation. It would include: accountabilities, targeted groups, resourcing and timing as well as indicators to allow regular monitoring and evaluation by DMC.
- Ensure integration of mitigation measures into business plans.



## **Review of Existing Mitigation Measures for DFO's 8 Corporate Risks**

### **Introduction**

This review of existing mitigation measures for DFO's 8 Corporate Risks was done at the request of the Departmental Management Committee (DMC) on October 29, 2008. The risks are those identified in the department's draft 2008 Corporate Risk Profile. The draft 2008 Corporate Risk Profile (CRP) has 3 main components:

- risk identification and prioritization (done at DMC January 22, 2008)
- assignment of senior management accountabilities (i.e., selecting the risk mitigation champion teams from DMC membership for each risk) (done at DMC June 19, 2008)
- identification of mitigation strategies (underway)

After this introduction there is a section on the context of this review. The next section of the report defines the kind of a mitigation measures sought for this exercise. Caveats are noted. The section after that lists the sources examined to find current mitigation measures.

There is then a summary of observations or findings concerning the mitigation measures identified and finally some recommended next steps.

Completing the report are the tables, one for each risk, showing the existing mitigation measures at the department-wide and at the program/sub-activity levels. The tables are subject to prioritization by the risk mitigation champions but hopefully they will assist those senior management members in developing the courses of action and progress indicators as follow-up to the strategies contained in the draft 2008 Corporate Risk Profile.

There is no guarantee at this point that the list is complete or that the measures are relevant or effective. Further validation is necessary such as through select interviews and regional consultations. This needed validation can occur as the courses of action and progress indicators for the CRP mitigation items are developed and implemented.

## Context

The request by DMC to the Integrated Risk Management Office (IRMO) was made to help support the work of the risk mitigation champion teams established for each risk. Among other things, the champion teams must conduct a **gap analysis** of the existing mitigation measures in place across the department to address their respective risks. This gap analysis work consists of:

- evaluating the adequacy of the existing mitigation measures and related action plans in place to determine if risk controls are sufficient to have and provide assurance that risks to the achievement of DFO's strategic outcomes are being mitigated to the extent feasible, given available resources.
- identifying any gaps in the controls and therefore what additional mitigation measures may be required for each of the 8 corporate risks, and
- developing courses of action (with accountabilities, deliverables, resourcing, indicators for tracking progress, and timelines) to fill any gaps in the controls.

All mitigation measures, existing and new, would be then monitored by DMC and evaluated for effectiveness and efficiency.

The review, conducted by the Integrated Risk Management Office (IRMO), supplements the "Information Sheets" prepared by the sectors in the survey in August 2008 to get a more complete picture on just what are the existing mitigation measures across the department. This report presents the findings of this research.

The findings in the report represent basic information, subject to certain caveats mentioned below, for informing the evaluation of the adequacy of the mitigation measures and related action plans in place.

It must be noted that discerning the state of existing mitigation has proven difficult. The picture is not clear on:

- what mitigation is being conducted for the 8 corporate risks either in the sectors or the regions, and

- the progress being made to treat those 8 risks.

To be fair, it must be emphasized that gap analysis work and mitigation monitoring in this context are precedent setting practices for the department and so, not surprisingly, verifiable information on mitigation and its effectiveness is sparse at this point.

There is a strong requirement though to have evidence to demonstrate claims about mitigation. TBS-set drivers for real proof include the Management Accountability Framework (MAF) and the Internal Audit Policy. Business practices to date often do not include the systematic documenting or tracking of mitigation progress although the actual mitigation could occur. As IRM (as well as performance management) matures at DFO, this situation should improve.

### **Risk Mitigation Measure Defined**

Because the Corporate Risk Profile is calibrated to inform decision-making at the senior management level, the focus of this review was on finding **over-arching** department-wide policies, guidelines, processes, mechanisms, organizational governance structures and strategies. There is minimal reference to transactional matters although program and sub-activity measures are also identified.

Thus, attention was paid to mitigation measures that require direct oversight by the Departmental Management Committee (DMC). Evidence was sought of measures that appear to be structured, observable, repeatable and predictable. In principle, there should be verifiable signs of action plans and processes with clear governance as well as indicators in use by senior management to track mitigation progress and so be able to evaluate the effectiveness of the mitigation.

### **Sources of Information for Identifying Existing Mitigation Measures**

References for the information used in the tables on existing mitigation include the following readily available material:

- Consultation Document used at the January 22, 2008 DMC meeting
- DFO Intranet Site: KEY POLICIES AND DOCUMENTS ([http://intra.dfo-mpo.gc.ca/documents\\_e.htm#4](http://intra.dfo-mpo.gc.ca/documents_e.htm#4))

- 2008-09 Report on Plans and Priorities
- 2008 Integrated Business Plan and HR Plan
- MAF VI evidence and response material for all 10 elements
- Information Sheets of August 2008 filled in by the Sector representatives of the IRM Network (All sectors were asked to fill out “Information Sheets” on how they mitigate risks the 8 key corporate risks. The Champions also held meetings to review the mitigation measures identified in the sheets by the sectoral integrated risk management coordinators.)
- The 15 sector risk profiles used to roll up to the 2008 CRP.

### **A Few Caveats**

As mentioned, notwithstanding the references used, some caveats exist about the measures listed due in large part to the lack of “paper trail” documentation:

- The list of mitigation measures may be incomplete.
- There are not many region-specific initiatives listed.
- The practice of tracking mitigation progress using indicators is limited.
- Some measures may not be strategic enough.
- It was also difficult at this stage to weigh the relative importance of the measures listed.
- There is also the need to clarify the nature of some of the risks to get a better understanding of what they mean.

To remedy such matters, additional validation may be necessary as part of developing some next steps to treat the risks (e.g., focused interviews with select sector and regional managers and staff). Also, once indicators have been developed and used by top management for tracking mitigation progress, the significance of the risks and the impact of the mitigation will be more apparent.

### **Findings Concerning the Mitigation Measures**

Here are some observations or findings in no particular order concerning the mitigation measures listed in the tables below.

- The 15 sector risk profiles used for the roll-up to the 2008 CRP are short on readily available evidence of descriptions of structured mitigation measures with obvious governance, monitoring and evaluation.

- There is not a lot of information accessible to DMC on progress being made against certain risks or how it would be measured, tracked and reported. There is a need to develop clarity on how to measure, track and report on progress in this context (e.g., plans with targets and strategies that can be tracked).
- It is not clear therefore if there are adequate departmental and government controls and guidelines for the risks and if there is consistent compliance with those controls across the department. Controls are understood to be measures to improve effectiveness and efficiency in meeting objectives and to minimize the risks of not meeting the objectives.
- There is a lot of *ad hoc* measures although to be fair, in the absence of structured, department-wide efforts to address many risk issues, each program has been left to its own devices to treat the risks.
- The absence of documentation on the tracking of mitigation impact makes gap assessment difficult.
- Blank spaces in the tables mean that there are no obvious program or sub-activity level measures although those levels may comply with the department-wide measures listed in the department-wide column.
- Lack of sufficient resources should not normally be considered a risk in this context. The level of resources is a parameter to be taken as a given. Mitigation is undertaken within the available fiscal framework.
- Lack of compliance with DFO rules is an intermediate outcome. So the risk of non-compliance is an outcome result, not a risk as such. The risks are those factors that prevent the achievement of compliance by targeted stakeholder groups.
- For most risks, efforts seem to be spotty and uneven. A lot is being done but the work is fragmented. This is due in large part to the complicated situation: obligations vary as do target groups, diverse sectors each with different objectives, different regional requirements. There is a need to pull the strategies together to have a comprehensive picture.
- A big challenge is to have a comprehensive approach across the regions and to drill down from sectoral requirements to determine what is critical in each region.
- In some cases, champions have evaluated a risk and are in agreement that they can provide assurance that it is being properly mitigated.

## **Next Steps**

In support of pursuing the strategies outlined in the 2008 Corporate Risk Profile, it is recommended that each team of champions should where needed:

- Set up a working group
- Finalize the gap analysis (in some cases in the draft 2008 CRP, this is an actual mitigation measure needed to move forward)
- Prioritize where additional mitigation effort or controls should be applied
- Develop a complete action plan or a set of courses of action for the mitigation. It would include:
  - accountabilities
  - targeted groups
  - resourcing,
  - timing,
  - indicators to allow monitoring and evaluation by DMC.
- Ensure integration of mitigation measures into business plans.

This work should be compatible with the strategies in the 2008 CRP and progress would be reported in the mid-year review and the DPR.

## **Existing Mitigation Tables**

This section presents the listing of current mitigation measures. Each of the 8 Corporate Risks has a table that provides the following information:

- Mitigation measures conducted by Program or Sub-activity under each Strategic Outcome or under the Internal Services/ Enabler categories, as per the Program Activity Architecture (PAA).
- Mitigation measures for each corporate risk are divided between department-wide measures and those particular to just a program or sub-activity.

The tables should serve as a baseline for coming years and should be updated annually.

The wording is “as is” for the most part, as found in the sources.

<b>Risk: 1. Human Capital</b>	
<b>There is a risk that DFO will be unable to attract, develop and retain sufficiently qualified human resources to deliver on its mandate.</b>	
<b>Department-wide Mitigation Measures</b>	<ul style="list-style-type: none"> <li>• Government-wide initiatives to attract graduates (e.g., internship opportunities).</li> <li>• Increased accountability for HR management through integrated business planning.</li> <li>• DFO participates in national and international science research networks to support development.</li> <li>• Corporate Services received \$1M to address capacity issues with HR.</li> <li>• Where possible, DFO is doubling up on positions in critical sectors.</li> <li>• Where possible, alternate hiring methods are used to meet short-term staffing pains (e.g. casual or term positions)</li> <li>• DMC HR Committee</li> <li>• HR Champions</li> <li>• HR Modernization</li> <li>• Succession Plans for 20 Occupational Groups</li> <li>• National Organization Structures/National Model Work Descriptions</li> <li>• 2008-11 Management Action Plan on Employment Equity</li> </ul>
<b>Re Risk 1 - Human Capital</b> <b>Strategic Outcome: Safe and Accessible Waterways</b> <b>(08-09 Budget as per RPP)( 773.7 \$ M)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
CCG (\$644.1 M ) Includes: Aids to Navigation, Marine communications and Traffic Services, Icebreaking, SAR, Fleet, CCG College	<ul style="list-style-type: none"> <li>• Improve the diversity of our workforce</li> <li>• Enhanced HR and Succession Planning</li> <li>• Recruitment and Outreach Strategy</li> <li>• Improve national consistency in human resources management</li> <li>• Canadian Coast Guard College transformation</li> <li>• Fleet HR Development Program</li> <li>• Environmental Response Technical Training</li> <li>• Arrangements with University of Cape Breton</li> <li>• National Model Work Descriptions</li> </ul>
Small Craft Harbours (\$93.5 M)	<ul style="list-style-type: none"> <li>• Functional Review</li> <li>• Reliance on 3<sup>rd</sup> parties</li> <li>• HR Plan</li> </ul>
Science ( \$36.1 M\$)	<ul style="list-style-type: none"> <li>• Long-term National HR Strategy</li> <li>• Academic Research Contribution Program</li> </ul>

<b>Re Risk 1 - Human Capital</b> <b>Strategic Outcome:</b> <b>Sustainable Fisheries and Aquaculture</b> <b>(08-09 Budget as per RPP) \$478.1 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
<b>Fisheries Management</b>	<ul style="list-style-type: none"> <li>• Develop a National Organizational Chart for the FAM sector.</li> <li>• Develop National Model Work Descriptions (NMWDs) for fisheries &amp; aquaculture resource managers.</li> <li>• Develop a career progression program for fisheries and aquaculture resource managers.</li> </ul>
Resource Mgmt. ( \$56.6 M)	
Aboriginal Policy and Governance ( \$104.4 M)	
Salmon Enhancement (\$28.9)	
International Fisheries Conservation (\$7.7 M)	
Conservation and Protection (\$125.6 M)	
Aquaculture ( \$4.0 M)	
Science (\$150.9 M)	<ul style="list-style-type: none"> <li>• Long-term National HR Strategy</li> <li>• Academic Research Contribution Program</li> </ul>
<b>Re Risk 1 - Human Capital</b> <b>Strategic Outcome:</b> <b>Healthy and Productive Aquatic Ecosystems (p. 52, RPP) \$144.9 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
Oceans Management (\$19.1 M)	<ul style="list-style-type: none"> <li>• Ensure full utilization of current HR resources by identifying skill sets and addressing gaps through regional and national HR plans and procurement.</li> <li>• Update work descriptions and organizational models, with HR, particularly for ES, PM and PCs.;</li> <li>• Develop HR capacity to handle the high volume of governance processes and make good qualitative analysis of strategic alignment;</li> <li>• Engage employees in retaining the proper level of skill sets and knowledge base through use of personal learning plans and enhanced job opportunities.. (competition from other sectors);</li> <li>• Articulate and communicate core and desirable outcomes over 1,3 and 5 years and reference in the annual SLAs</li> </ul>



	<p>(Oceans, O&amp;H, DFO);</p> <ul style="list-style-type: none"> <li>• Develop joint work plans with sector(s) and departments involved (e.g., Science sector, EC) and share / broadcast assignments broadly both internally and interdepartmentally (e.g., PC process).</li> </ul>
Habitat Management \$70.6 M	<ul style="list-style-type: none"> <li>• New approaches to increase the efficiency and effectiveness of staffing actions;</li> <li>• Clarification of job prerequisites, requirements and expectations;</li> <li>• Increased focus on training, professional development and retention;</li> <li>• Increased focus on HR matters in business and resource planning;</li> <li>• Increased focus on managing the coming retirement wave</li> </ul>
Species at Risk	<ul style="list-style-type: none"> <li>• Innovative approaches to hiring (including pools, direct recruitment from universities, university bridging programs);</li> <li>• Succession planning;</li> <li>• Filling gaps through contracting, summer student placements, the hiring of term and casual help and or the “bringing back” of retired employees;</li> <li>• The Departmental HR Strategy;</li> <li>• Focus on retention, retraining and succession planning;</li> <li>• Improvements to the work environment.</li> </ul>
Science \$55.2 M	<ul style="list-style-type: none"> <li>• National HR Strategy;</li> <li>• The Academic Research Contribution Program</li> </ul>
<p align="center"><b>Re Risk 1 - Human Capital</b>  <b>Program Enablers/Internal Services(\$341.8 M)</b>  <b>(includes: Legal Services, HR, Finance and Administration, IM/IT, Audit &amp; Evaluation, Real Property)</b></p>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
HR	<ul style="list-style-type: none"> <li>• Centres of Excellence</li> <li>• Succession plans;</li> <li>• Streamlined staffing and Fast Track Staffing;</li> <li>• Increased learning and development for DFO HR staff ;</li> <li>• Participate in the government-wide HR capacity-building initiatives led by the HR Council, the Canada Public Service Agency (CPSA) and the Public Service Commission;</li> <li>• Increased accountability for HR management through integrated business planning;</li> <li>• Multi-year employment equity and official languages action plans</li> </ul>

Finance and Administration	<ul style="list-style-type: none"><li>• Succession planning;</li><li>• Government wide collective staffing;</li><li>• Looking at external staffing/recruiting processes;</li><li>• National Model Work Description initiative;</li><li>• Increased use of deployment;</li><li>• Acting assignments to develop and cross-train employees.</li></ul>
Real Property, Safety and Security	<ul style="list-style-type: none"><li>• Model work descriptions,</li><li>• HR Planning,</li><li>• Safety and Security Policy &amp; Accountability Framework;</li></ul>
IM & TS	<ul style="list-style-type: none"><li>• IT sustainability Project</li><li>• New Staffing Processes</li></ul>

<b>Risk: 2. Information for Decision-making</b>	
<b>There is a risk that sufficient and appropriate information will not be available on a timely basis to support decision-making.</b>	
<b>Department-wide</b>	<ul style="list-style-type: none"> <li>• Information Management Board</li> <li>• Launch of the Information Management Strategic Plan (enterprise approach; business-driven)</li> <li>• IM Vision - New</li> <li>• IM Management Policy</li> <li>• Information Management Board</li> <li>• New suite of IT Policies</li> <li>• Improvement to integrated asset information systems</li> <li>• Proposed IM Framework</li> <li>• DFO has launched a statistical review (for data needs analysis).</li> </ul>
<b>Re Risk 2 - Information for Decision-making</b> <b>Strategic Outcome:</b> <b>Safe and Accessible Waterways</b> <b>(08-09 Budget as per RPP)( 773.7 \$ M)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>
CCG (\$644.1 M ) Includes: Aids to Navigation, Marine communications and Traffic Services, Icebreaking, SAR, Fleet, CCG College	<ul style="list-style-type: none"> <li>• Refinement of performance measurement framework through consultations with clients and stakeholders;</li> <li>• Ongoing improvements in fleet management (Fleet Activity Information System – FAIS);</li> <li>• Continued improvement in lifecycle management practices for all CCG assets (Asset Management System – AMS)</li> </ul>
Small Craft Harbours (\$93.5 M)	<ul style="list-style-type: none"> <li>• Data agreements with regions</li> <li>• New data-base</li> <li>• To do asset base review</li> </ul>
Science ( \$36.1 M\$)	<ul style="list-style-type: none"> <li>• The creation of Centres of Expertise to help rationalize and integrate the scientific body of knowledge.</li> <li>• The application of the precautionary approach in the absence of data.</li> <li>• Science sector has a data management policy and a National Science Data Management Committee, and has invested \$2 million in data management in 2006-07.</li> <li>• DMC Science Committee</li> <li>• Science Renewal</li> <li>• Re-designed Science Project Inventory System across the Science Sector to share, discover, access and use information pertaining to science projects and partners.</li> </ul>

<b>Re Risk 2 - Information for Decision-making</b> <b>Strategic Outcome:</b> <b>Sustainable Fisheries and Aquaculture</b> <b>(08-09 Budget as per RPP) \$478.1 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>
Resource Mgmt. ( \$56.6 M)	
Aboriginal Policy and Governance ( \$104.4 M)	<ul style="list-style-type: none"> <li>• Development of databases to incorporate information on DFO Aboriginal programming;</li> </ul>
Salmon Enhancement (\$28.9)	
International Fisheries Conservation (\$7.7 M)	
Conservation and Protection (\$125.6 M)	
Aquaculture ( \$4.0 M)	
Science (\$150.9 M)	<ul style="list-style-type: none"> <li>• The creation of Centres of Expertise to help rationalize and integrate the scientific body of knowledge.</li> <li>• The application of the precautionary approach in the absence of data.</li> <li>• Science sector has a data management policy and a National Science Data Management Committee, and has invested \$2 million in data management in 2006-07.</li> <li>• DMC Science Committee</li> <li>• Science Renewal</li> <li>• Re-designed Science Project Inventory System across the Science Sector to share, discover, access and use information pertaining to science projects and partners.</li> </ul>
<b>Re Risk 2 - Information for Decision-making</b> <b>Strategic Outcome:</b> <b>Healthy and Productive Aquatic Ecosystems (p. 52, RPP) \$144.9 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>
Oceans Management (\$19.1 M)	<ul style="list-style-type: none"> <li>• Oceans Action Plan (baseline ecosystem data)</li> </ul>
Habitat Management \$70.6 M	<ul style="list-style-type: none"> <li>• Strengthen information systems for Habitat Management Program Activities</li> <li>• Ongoing PATH-related activities including enhancements to the system and training;</li> <li>• Department wide information management projects (includes records management);</li> <li>• Efforts to improve the capacity and ability for one-time data entry at source;</li> </ul>

	<ul style="list-style-type: none"> <li>• Efforts to define (and prioritize) data and performance information requirements</li> </ul>
Species at Risk	<ul style="list-style-type: none"> <li>• Development of a common SAR Program data model to support inter-operability</li> <li>• Pilot projects to consolidate information across the department;</li> <li>• Identification and prioritization of information needs;</li> <li>• Department-wide information management improvement initiatives such as Information Technology Sustainability Project (ISP);</li> <li>• Department-wide internet access projects;</li> <li>• Information Management Strategy;</li> <li>• Department-wide focus on science support within the department;</li> <li>• Enhanced interim measures while larger departmental data management initiatives progress, including: Improving networking and information sharing among SAR practitioners (e.g. RAP and RPA);</li> <li>• Development of a common SAR Program data model to support inter-operability;</li> <li>• Working with EC to develop the next generation of common interdepartmental SARA database</li> </ul>
Science \$55.2 M	<ul style="list-style-type: none"> <li>• The creation of Centres of Expertise to help rationalize and integrate the scientific body of knowledge.</li> <li>• The application of the precautionary approach in the absence of data.</li> <li>• Science sector has a data management policy and a National Science Data Management Committee, and has invested \$2 million in data management in 2006-07.</li> <li>• DMC Science Committee</li> <li>• Science Renewal</li> <li>• Re-designed Science Project Inventory System across the Science Sector to share, discover, access and use information pertaining to science projects and partners.</li> </ul>
<b>Re Risk 2 - Information for Decision-making</b> <b>Program Enablers/Internal Services(\$341.8 M)</b> <b>(includes: Legal Services, HR, Finance and Administration, IM/IT, Audit &amp; Evaluation, Real Property)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>
HR	<ul style="list-style-type: none"> <li>• The creation of Centres of Expertise (e.g. OCCOE)</li> <li>• Launch a statistical review (for data needs analysis)</li> </ul>

	<ul style="list-style-type: none"> <li>• Government-wide ADM task forces for record keeping and information management</li> <li>• Standardize compensation practices throughout all regions</li> <li>• Manage the 2008 Public Service Employee Survey (PSES), analyse results and develop an action plan.</li> <li>• Implement and monitor the DFO Employment Equity Plan 2008-2011</li> </ul>
Finance and Administration	<ul style="list-style-type: none"> <li>• Improving planning processes (better integration);</li> <li>• Implement BASR recommendations; changes to the PAA structure;</li> <li>• Performance management framework around PAA;</li> <li>• Improve performance indicators (MRRS working group);</li> <li>• Integrate strategic, business and operational plans along with performance measures and reporting results;</li> <li>• Improve the Departmental Performance Report (DPR) including provision of standard financial reports by the PAA structure;</li> <li>• Complete the ABACUS upgrade;</li> <li>• Make ABACUS the “official set of books”</li> </ul>
Real Property, Safety and Security	<ul style="list-style-type: none"> <li>• Users’ Requirements Study for RP information systems,</li> <li>• Renewing existing RP info system and data quality,</li> </ul>
Strategic Policy	<ul style="list-style-type: none"> <li>• Renewing the systems, processes and procedures that support <u>economic analysis and statistical analysis</u> within DFO.</li> <li>• Continue to strengthen the role of the <u>Policy Integration Committee</u> (PIC) to ensure that policy advice and information is shared on a sectoral and regional basis.</li> <li>• In addition, the PIC has established and supports the <u>DFO Policy Network</u> (an internal virtual policy network) as a tool in providing further cross-sectoral/regional information sharing on all policy processes.</li> <li>• Continue to improve and adapt the <u>Environmental Scan</u> which is used for input to the departmental planning cycle each Fall.</li> <li>• Development of <u>Policy Sector Corporate Risk Profile</u> which will identify risks and outline mitigation strategies.</li> </ul>
IM & TS	<ul style="list-style-type: none"> <li>• Information Vision;</li> <li>• IM Framework &amp; Principles;</li> <li>• IT sustainability project</li> <li>• Five-year Information Management Strategic Plan (IMSP)</li> </ul>

	that will establish the key directions to better manage information as a strategic resource across the department. To be effective, the IMSP must align with the strategic directions and business priorities of the department.
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<b>Risk: 3. Organizational Adaptability</b>	
There is a risk that DFO will be unable to effectively adapt to emerging priorities, directions and environmental conditions.	
<b>Department-wide</b>	<ul style="list-style-type: none"> <li>• DMC Policy subcommittee</li> <li>• Strategic Plan (now RPP)</li> <li>• Integrated Planning Committee (DG level)</li> <li>• Consultation mechanisms practices for interdepartmental, national, international and regional stakeholders</li> <li>• Northern Strategy</li> <li>• DFO Management Model – Managers’ Briefing to Employees <i>October 05, 2006</i></li> <li>• Guidelines for Using Internal Communications Vehicles (for employees) - Summer 2004</li> <li>• Corporate Approach to Strategic Communications Tactic 4: Internal Communications Strategy - April 2004</li> <li>• Internal Documents: <i>In the Loop, Oceans, Oceans Extra</i></li> <li>• Annual planning process such as strategic and business planning, HR planning, environmental scanning, and the implementation of integrated planning for organizational business plans.</li> <li>• A Policy Integration Committee and regional integration mechanisms exist.</li> <li>• Consultation mechanisms exist for inter-departmental, national, regional and industry consultation.</li> <li>• Regional Federal/Provincial/ Territorial governance structures and committees.</li> <li>• Regular consultation with the Department of Justice.</li> <li>• International consultations and negotiations</li> </ul>
<b>Re Risk 3 - Organizational Adaptability</b> <b>Strategic Outcome:</b> <b>Safe and Accessible Waterways</b> <b>(08-09 Budget as per RPP)( 773.7 \$ M)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>
CCG (\$644.1 M ) Includes: Aids to Navigation, Marine communications and Traffic Services, Icebreaking, SAR, Fleet, CCG College	<ul style="list-style-type: none"> <li>• CCG Rejuvenation</li> </ul> <u>Increased Demand for Services</u> <ul style="list-style-type: none"> <li>• Improve client engagement (NMAB and SAC;</li> <li>• Levels of Service (LOS) review;</li> <li>• Review the National Environmental Response Strategy;</li> <li>• post-Panamax Study, St. Lawrence River;</li> <li>• Search and Rescue needs analysis;</li> <li>• Marine Services Fee Strategy</li> </ul>



	<u>Evolving Role in Maritime Security</u> <ul style="list-style-type: none"> <li>Improving CCG support of the federal maritime security agenda;</li> <li>Marine Security Enforcement Team (joint program with the RCMP on the Great Lakes and the St. Lawrence)</li> </ul>
Small Craft Harbours (\$93.5 M)	<ul style="list-style-type: none"> <li>Business Resumption Plans</li> <li>Emergency Response Plans</li> <li>Environmental Management Plans</li> </ul>
Science ( \$36.1 M\$)	<ul style="list-style-type: none"> <li>Framework for the Future of Science</li> <li>Science Renewal</li> </ul>
<b>Re Risk 3 - Organizational Adaptability</b> <b>Strategic Outcome:</b> <b>Sustainable Fisheries and Aquaculture</b> <b>(08-09 Budget as per RPP) \$478.1 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>
<b>Fisheries Management</b>	<ul style="list-style-type: none"> <li>"Oceans to Plate"</li> </ul>
Resource Mgmt. ( \$56.6 M)	
Aboriginal Policy and Governance ( \$104.4 M)	
Salmon Enhancement (\$28.9)	
International Fisheries Conservation (\$7.7 M)	
Conservation and Protection (\$125.6 M)	
Aquaculture ( \$4.0 M)	
Science (\$150.9 M)	<ul style="list-style-type: none"> <li>Framework for the Future of Science</li> <li>Science renewal</li> </ul>
<b>Re Risk 3 - Organizational Adaptability</b> <b>Strategic Outcome:</b> <b>Healthy and Productive Aquatic Ecosystems (p. 52, RPP) \$144.9 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>
Oceans Management (\$19.1 M)	
Habitat Management \$70.6 M	<ul style="list-style-type: none"> <li>Environmental Process Modernization Plan (major natural resources projects)</li> <li>Freshwater Program Gap</li> <li>Cumulative Impacts Focus</li> </ul> <u>Re Freshwater Program Gap</u> <ul style="list-style-type: none"> <li>Training efforts;</li> </ul>

	<ul style="list-style-type: none"> <li>• Agreements aimed at harmonizing the provincial and federal legislation;</li> <li>• Increased collaboration and communication between provinces;</li> <li>• Federal-provincial working agreements;</li> <li>• Increased sharing and learning across the HMP program (regions)</li> </ul> <p><u>Re Cumulative Impacts</u></p> <ul style="list-style-type: none"> <li>• Increased focus on sharing and incorporating lessons;</li> <li>• Efforts to co-ordinate and co-operate responses with partners;</li> <li>• Higher level and better integrated approaches to program deliver e.g. watershed planning and integrated fisheries management plans</li> </ul>
Species at Risk	
Science \$55.2 M	<ul style="list-style-type: none"> <li>• Framework for the Future of Science</li> <li>• Science renewal</li> </ul>
<p align="center"><b>Re Risk 3 - Organizational Adaptability</b>  <b>Program Enablers/Internal Services(\$341.8 M)</b>  <b>(includes: Legal Services, HR, Finance and Administration, IM/IT, Audit &amp; Evaluation, Real Property)</b></p>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>
Finance and Admin	<ul style="list-style-type: none"> <li>• Define develop, resource, and implement CFO Model transition plan;</li> <li>• Implement new Policy Suite as released (transfer payments, Financial Management policies) to align with TBS;</li> <li>• Identify and implement additional policies required with DFO F&amp;A;</li> <li>• Define the control framework to satisfy the requirements of the Statement of Internal Control;</li> <li>• Develop a detailed plan to address significant deficiencies noted in the Readiness Assessment report;</li> <li>• Remediate and implement improved controls where required;</li> <li>• Develop an account verification policy.</li> <li>• CFO Model transition plan;</li> <li>• New Policy Suite as released (transfer payments, Financial Management policies) to align with TBS;</li> <li>• Control framework to satisfy the requirements of the Statement of Internal Control;</li> <li>• Detailed plan to address significant deficiencies noted in the Readiness Assessment report;</li> <li>• Account verification policy.</li> </ul>
IM&TS	<ul style="list-style-type: none"> <li>• IT Sustainability Project</li> </ul>

Strategic Policy	<ul style="list-style-type: none"><li>• Development of <u>Policy Sector Risk Profile</u> which will identify this and other risks and include mitigation strategies.</li><li>• Development of Departmental Strategic Plan and regular updates to current plan in order to adjust priorities.</li></ul>
HR	<ul style="list-style-type: none"><li>• HR National Structure; <math>\geq</math> 80% of positions linked to NMWDs (PE Generics Project);</li><li>• Annual planning activities;</li><li>• Consultation mechanisms exist for inter-departmental, national, and regional consultation;</li><li>• A Policy Integration Committee and regional integration mechanisms exist</li></ul>

<b>Risk: 4. Internal Alignment</b>	
<b>There is a risk that activities, accountabilities and resources within DFO will not be optimally aligned to meet objectives.</b>	
<b>Department-wide</b>	<ul style="list-style-type: none"> <li>• DMC Standing Committee – Finance</li> <li>• Annual planning &amp; reporting cycle including strategic planning, integrated planning, business/ operational planning, integrated HR planning, environmental scanning and risk assessments.</li> <li>• Departmental Assessment and Alignment Project (DAAP)</li> <li>• Various committees and team structures exist to unite members of different regions and headquarters.</li> <li>• BASR 1 &amp; 2</li> <li>• Strengthening management (Program Activity Architecture, Performance Measurement Framework)</li> <li>• CFO Model</li> <li>• Defined approach to funding new programs and treaties</li> <li>• A-base review begun in September 2007</li> </ul>
<b>Re Risk 4 - Internal Alignment</b> <b>Strategic Outcome:</b> <b>Safe and Accessible Waterways</b> <b>(08-09 Budget as per RPP)( 773.7 \$ M)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>
CCG (\$644.1 M ) Includes: Aids to Navigation, Marine communications and Traffic Services, Icebreaking, SAR, Fleet, CCG College	<u>Functioning as a truly national institution</u> <ul style="list-style-type: none"> <li>• Rigorous business planning and reporting processes;</li> <li>• strengthening management (Program Activity Architecture, Performance Measurement Framework, protocols for the entry of salary data;</li> <li>• strong Canadian Coast Guard identity; on-going improvements in fleet management;</li> <li>• continued improvement in lifecycle management practices for all CCG assets</li> <li>• Lifecycle management practices for all CCG assets</li> </ul>
Small Craft Harbours (\$93.5 M)	<ul style="list-style-type: none"> <li>• Service level agreements;</li> <li>• Functional Review recommendations;</li> <li>• National Functional Committees,</li> <li>• National Peer Review for major capital planning and prioritization</li> </ul>
Science ( \$36.1 M\$)	<ul style="list-style-type: none"> <li>• Science Renewal</li> </ul>

<b>Re Risk 4 - Internal Alignment</b> <b>Strategic Outcome:</b> <b>Sustainable Fisheries and Aquaculture</b> <b>(08-09 Budget as per RPP) \$478.1 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>
Fisheries Management	<ul style="list-style-type: none"> <li>Proposed new fisheries bill</li> <li>Fisheries Renewal</li> </ul>
Resource Mgmt. ( \$56.6 M)	<ul style="list-style-type: none"> <li>Integrated Fisheries Management Plans (IFMPs) and the consultation process used to develop them.</li> </ul>
Aboriginal Policy and Governance ( \$104.4 M)	<ul style="list-style-type: none"> <li>Management Control Framework for APG programs;</li> <li>Development of risk management guidelines to assist APG staff with regular involvement with First Nations and other Aboriginal organizations;</li> <li>Consolidating and streamlining program terms and conditions.</li> <li>Guidelines for Aboriginal consultation.</li> </ul>
Salmon Enhancement (\$28.9)	
International Fisheries Conservation (\$7.7 M)	
Conservation and Protection (\$125.6 M)	<u>Operational Planning and Budgeting Process</u> <ul style="list-style-type: none"> <li>To ensure effective utilization of human and fiscal resources by linking budgets to priorities and service level demands.</li> <li>To identify and rationalize human, fiscal and material resources, and effectively allocate them towards changing priorities and changes service level demands, and</li> <li>To facilitate organizational restructuring to better address program objectives.</li> </ul>
Aquaculture ( \$4.0 M)	
Science (\$150.9 M)	<ul style="list-style-type: none"> <li>Science Renewal</li> </ul>
<b>Re Risk 4 - Internal Alignment</b> <b>Strategic Outcome:</b> <b>Healthy and Productive Aquatic Ecosystems (p. 52, RPP) \$144.9 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>

<p>Oceans Management (\$19.1 M)</p>	<p><b><u>Integrated Management</u></b></p> <ul style="list-style-type: none"> <li>• Strong and effective internal governance arrangements (DG Committee on Oceans; Interdepartmental Committees on Oceans)</li> </ul> <p><b><u>Governance</u></b></p> <ul style="list-style-type: none"> <li>• Regions to develop an operational plan and implement</li> <li>• Regular NHQ-Regional discussions at director and program/practitioner levels.</li> <li>• Develop national oceans working groups for program managers to address issues that do not require director level involvement.</li> <li>• Ensure the Department understands the corporate function of Oceans.</li> <li>• NHQ to ensure:             <ol style="list-style-type: none"> <li>1. liaison to OGDs, Central Agencies, and with Regions</li> <li>2. Policy development (focus on what, not how)</li> <li>3. Vision articulation through strategic plan and ensure messages are clearly broadcast in DFO Regions;</li> <li>4. liaison with OGDs, stakeholders, DFO sectors, Provinces</li> <li>5. Ensure staff know clearly what Oceans' role is and what deliverables are mandated</li> </ol> </li> </ul> <p><b><u>Sustainable Funding</u></b></p> <ul style="list-style-type: none"> <li>• Strategies to increase resource base through program integrity review</li> <li>• Set clear expectations by having clear deliverables for the LOMAs</li> <li>• Create leverage through partnerships with Provinces and ENGOS.</li> </ul>
<p>Habitat Management \$70.6 M</p>	<p><b><u>Program Alignment</u></b></p> <ul style="list-style-type: none"> <li>• An increase in formalized planning</li> <li>• Efforts to improve information management and records management (See Risk #3)</li> <li>• Departmental and central agency initiatives, controls, and requirements that support alignment of resources and priorities</li> <li>• Participation in the Major Projects Management Office</li> <li>• Continued implementation of the DFO Program Priority for Habitat Management Regulatory Improvement Initiatives</li> </ul> <p><b><u>Aboriginal Consultation</u></b></p> <ul style="list-style-type: none"> <li>• Departmental and government-wide initiatives to develop capacity in Aboriginal groups</li> <li>• Interdepartmental efforts (e.g. CEA, INAC, MPO, DFO) to better define framework for Aboriginal consultation</li> <li>• Sector initiative to develop a more co-ordinated and strategic</li> </ul>

	approach to Aboriginal consultation <ul style="list-style-type: none"> <li>• Training of HMP personnel</li> <li>• Efforts to obtain appropriate expertise for HMP</li> </ul>
Species at Risk	<p><b><u>Alignment</u></b></p> <ul style="list-style-type: none"> <li>• Recently announced SAR Program transformation initiative aimed at strengthening management</li> <li>• SAR Program business planning and costing</li> <li>• Departmental co-ordination at RD and SARCEP level</li> <li>• Enhancements to the resource allocation process</li> <li>• Increased information sharing across the department related to SAR Program issues</li> <li>• Completion of SAR Program policies and operational guidelines</li> </ul> <p><b><u>Program Relevance</u></b></p> <ul style="list-style-type: none"> <li>• Recently announced SAR Program transformation initiative aimed at strengthening management</li> <li>• Inclusion of SARA issues within fisheries management plans</li> <li>• work on enhancing SAR Program performance management information</li> <li>• Move of the SAR Secretariat to Oceans and Habitat and now Species at Risk Directorate</li> <li>• Communication strategies and plans</li> </ul> <p><b><u>Program Integrity</u></b></p> <ul style="list-style-type: none"> <li>• Recently announced SAR Program transformation initiative aimed at strengthening management</li> <li>• Inter-jurisdictional agreements (e.g. Wildlife Management Boards and provincial/territorial bilateral agreements)</li> <li>• Communications/public outreach, including focus on stewardship responsibilities of all</li> <li>• Continued investment in partnership with provinces</li> <li>• Development and implementation of SAR policies and guidelines</li> </ul>
Science \$55.2 M	<ul style="list-style-type: none"> <li>• Science Renewal</li> </ul>
<p align="center"><b>Re Risk 4 - Internal Alignment</b>  <b>Program Enablers/Internal Services(\$341.8 M)</b>  <b>(includes: Legal Services, HR, Finance and Administration, IM/IT, Audit &amp; Evaluation, Real Property)</b></p>	
<b>Program/Sub-activity</b>	<b>Mitigation Measure</b>
	Nothing Specific to the program or subactivities

<b>Risk: 5. Physical Infrastructure</b>	
<b>There is a risk that DFO will be unable to invest in or maintain the infrastructure necessary to achieve its objectives</b>	
<b>Department-wide</b>	<ul style="list-style-type: none"> <li>• <b>Long-term Capital Plan Process and Centres of Excellence</b></li> <li>• Renewal of Capital Management Framework to comply with TB Policy on Investment Planning and Acquired Services</li> <li>• Leveraging partnerships for infrastructure and data collection.</li> <li>• National Priority Rating System (NPRS) uses criteria-based assessment to prioritize projects.</li> <li>• Business Resumption Plans, Emergency Response Plans, and Environmental Management Plans.</li> <li>• Ministerial Contingency Fund to fund emergency repairs.</li> <li>• Green ITS renewal study underway.</li> </ul>
<b>Re Risk 5 - Physical Infrastructure</b> <b>Strategic Outcome:</b> <b>Safe and Accessible Waterways</b> <b>(08-09 Budget as per RPP)( 773.7 \$ M)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
CCG (\$644.1 M ) Includes: Aids to Navigation, Marine communications and Traffic Services, Icebreaking, SAR, Fleet, CCG College	<ul style="list-style-type: none"> <li>• Vessel condition surveys</li> <li>• Mission readiness Framework</li> <li>• <u>Aging Infrastructure</u></li> <li>• Procurement of new vessels; improved maintenance of the fleet and existing shore-based infrastructure;</li> <li>• Fleet Operational Readiness ;</li> <li>• Aids to Navigation in the 21<sup>st</sup> Century;</li> <li>• Vessel Maintenance Review</li> </ul>
Small Craft Harbours (\$93.5 M)	<ul style="list-style-type: none"> <li>• Strategic and Operational Planning Framework</li> <li>• Harbour Authorities</li> <li>• National Standards for Harbour Conditions</li> <li>• Accelerated divestiture;</li> <li>• Resource leveraging with outside stakeholders,</li> <li>• Facility consolidation,</li> <li>• Long-term list of projects</li> </ul>
Science ( \$36.1 M\$)	
<b>Re Risk 5 - Physical Infrastructure</b> <b>Strategic Outcome:</b> <b>Sustainable Fisheries and Aquaculture</b> <b>(08-09 Budget as per RPP) \$478.1 M</b>	
<b>Program/Sub-</b>	<b>Mitigation Measures</b>



<b>activity</b>	
Resource Mgmt. ( \$56.6 M)	
Aboriginal Policy and Governance ( \$104.4 M)	
Salmon Enhancement (\$28.9)	
International Fisheries Conservation (\$7.7 M)	
Conservation and Protection (\$125.6 M)	
Aquaculture ( \$4.0 M)	
Science (\$150.9 M)	
<b>Re Risk 5 - Physical Infrastructure</b> <b>Strategic Outcome:</b> <b>Healthy and Productive Aquatic Ecosystems (p. 52, RPP) \$144.9 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
Oceans Management (\$19.1 M)	
Habitat Management \$70.6 M	
Species at Risk	
Science \$55.2 M	
<b>Re Risk 5 - Physical Infrastructure</b> <b>Program Enablers/Internal Services(\$341.8 M)</b> <b>(includes: Legal Services, HR, Finance and Administration, IM/IT, Audit &amp; Evaluation, Real Property)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
<b>Real Property, Safety and Security</b>	<u>Investment:</u> <ul style="list-style-type: none"> <li>• Partnering for resources,</li> <li>• Divestiture Strategy,</li> <li>• Revised levels of service;</li> <li>• Development of standards for specialized space;</li> </ul> <u>Health and Safety:</u> <ul style="list-style-type: none"> <li>• Bridging from minor capital,</li> </ul>

	<ul style="list-style-type: none"><li>• Partnering,</li><li>• Training,</li><li>• Inspections,</li><li>• Compensating policies and procedures;</li></ul> <u>Program Accommodation</u> <ul style="list-style-type: none"><li>• Long-term capital plan,</li><li>• PWGSC standards</li></ul>
<b>IM &amp; IT</b>	<ul style="list-style-type: none"><li>• IT Sustainability Project</li></ul>

<b>Risk: 6. Stakeholder Expectations</b>	
<b>There is a risk that DFO will be unable to manage expectations and maintain the confidence of stakeholder groups, the public, media and elected officials.</b>	
<b>Department-wide</b>	<ul style="list-style-type: none"> <li>Communicating with External Audiences: Approval Process for Communications Products – A Step-by-Step Approach (2007) (The page cannot be found.)</li> <li>Guidelines for Using Internal Communications Vehicles (for employees) - Summer 2004</li> <li>Corporate Approach to Strategic Communications Tactic 4: Internal Communications Strategy - April 2004</li> <li>Web Advisory Bd. leading the Web Renewal Initiative</li> <li>Communication strategies to inform the public and help establish the boundaries of services.</li> <li>Quick response teams handle negative media responses, including a strategic communications function in the Pacific Region.</li> <li>Like-minded countries initiative: high-level approach to disseminate factual information on aquaculture, to dispel myths being created and communicated globally.</li> <li>DFO has made efforts to improve relationships with Aboriginal Groups, Provinces, Territories and Unions.</li> </ul>
<b>Re Risk 6 - Stakeholder Expectations</b> <b>Strategic Outcome:</b> <b>Safe and Accessible Waterways</b> <b>(08-09 Budget as per RPP)( 773.7 \$ M)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
CCG (\$644.1 M ) Includes: Aids to Navigation, Marine communications and Traffic Services, Icebreaking, SAR, Fleet, CCG College	<ul style="list-style-type: none"> <li>National Marine Advisory Boards (industry-government); Also regional boards</li> <li>Levels of Service and Service Standards” (2007) (Aids to navigation; Waterways Management; Environmental Response; Icebreaking; Marine Communications and Traffic Services; Search and Rescue)</li> <li>Structured Approach to consultations with Stakeholders and Interdepartmental Clients</li> <li>Improvements to on-line information and communications products</li> <li>Aids to Navigation of the 21<sup>st</sup> Century</li> <li>Marine Service Fees strategy</li> <li>Review of the National Environmental Response Strategy</li> <li><u>Increased demand for Services</u></li> <li>Improve client engagement (NMAB and SAC;</li> </ul>

	<ul style="list-style-type: none"> <li>• Levels of Service (LOS) review;</li> <li>• Review the National Environmental Response Strategy;</li> <li>• Post-Panamax Study, St. Lawrence River;</li> <li>• Search and Rescue needs analysis;</li> <li>• Marine Services Fee Strategy</li> </ul>
Small Craft Harbours (\$93.5 M)	<ul style="list-style-type: none"> <li>• National Client Services Committee</li> <li>• NHA Advisory Committee</li> <li>• Harbour Authorities Network</li> <li>• National Standards for Harbour Infrastructure Conditions</li> <li>• SCH Functional Review</li> <li>• SCH Strategic and Operational Planning Framework</li> <li>• Regional HS Advisory Committees</li> </ul>
Science ( \$36.1 M\$)	<ul style="list-style-type: none"> <li>• Science Renewal</li> <li>• Science Outreach Strategy</li> <li>• Science Management Board</li> <li>• Science Advisory Committee</li> <li>• Canadian Advisory Science Secretariat</li> </ul>
<b>Re Risk 6 - Stakeholder Expectations</b> <b>Strategic Outcome:</b> <b>Sustainable Fisheries and Aquaculture</b> <b>(08-09 Budget as per RPP) \$478.1 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
<b>Fisheries Management</b>	<ul style="list-style-type: none"> <li>• Fisheries Renewal (Modernizing the Fisheries Act)</li> <li>• Canadian Code of Conduct for Responsible Fishing Operations (1998)</li> <li>• Resource Management Sustainable Development Framework</li> <li>• Shared Stewardship in Integrated Fisheries Management Plans</li> <li>• Commercial Fisheries Licensing Policy for Eastern Canada (1996) (under revision)</li> <li>• Pacific Wild Salmon Policy</li> <li>• Atlantic Fisheries Policy Framework</li> <li>• Pacific Fisheries reform</li> <li>• Atlantic and Pacific Integrated Commercial Fisheries Initiative</li> <li>• Stakeholder consultation strategy (e.g., the engagement of Canadians and environmental groups, where possible, in discussions about aquaculture and related issues).</li> </ul>
Resource Mgmt. ( \$56.6 M)	<ul style="list-style-type: none"> <li>• Integrated Fisheries Management Plans (IFMPs) and the consultation process used to develop them.</li> </ul>

Aboriginal Policy and Governance ( \$104.4 M)	<ul style="list-style-type: none"> <li>• Fisheries Renewal</li> <li>• Duty to Consult Aboriginal Groups</li> <li>• Atlantic and Pacific Integrated Commercial Fisheries Initiative</li> <li>• DFO provides meaningful consultation and accommodation with affected aboriginal groups on issues of concern to minimize the probability of future conflicts.</li> </ul>
Salmon Enhancement (\$28.9)	
International Fisheries Conservation (\$7.7 M)	<ul style="list-style-type: none"> <li>• International Governance Strategy</li> </ul>
Conservation and Protection (\$125.6 M)	
Aquaculture ( \$4.0 M)	<ul style="list-style-type: none"> <li>• “Like-minded countries initiative”</li> </ul>
Science (\$150.9 M)	<ul style="list-style-type: none"> <li>• Science Renewal</li> <li>• Science Outreach Strategy</li> <li>• Science Management Board</li> <li>• Science Advisory Committee</li> <li>• Canadian Advisory Science Secretariat</li> </ul>
<b>Re Risk 6 - Stakeholder Expectations</b> <b>Strategic Outcome:</b> <b>Healthy and Productive Aquatic Ecosystems (p. 52, RPP) \$144.9 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
<b>Program-level</b>	<ul style="list-style-type: none"> <li>• Federal Interdepartmental Committees (DM, ADM and DG levels)</li> </ul>
Oceans Management (\$19.1 M)	<ul style="list-style-type: none"> <li>• Development of Centres of Expertise for Oceans Management</li> <li>• Marine Practitioners’ Guide</li> <li>• Health of Oceans Initiative</li> <li>• Federal Marine Protected Areas Strategy</li> <li>• Website items (e.g., Marine Protected Areas Policy; Fact-sheets)</li> <li>• Regional Oceans Committees</li> <li>• Regional Implementation Committees</li> <li>• Centres of Expertise for Oceans Management</li> <li>• Oceans Task Group</li> <li>• Regional Implementation Committees</li> <li>• Regional Websites</li> </ul>
Habitat Management \$70.6 M	<ul style="list-style-type: none"> <li>• Operational Statements by Province and Territory</li> <li>• Policy for Management of Fish Habitat</li> <li>• Practitioners’ Guide</li> </ul>

	<ul style="list-style-type: none"> <li>• Regional Websites</li> </ul>
Species at Risk	<ul style="list-style-type: none"> <li>• Parliamentary Review of SARA</li> </ul>
Science \$55.2 M	<ul style="list-style-type: none"> <li>• Science Renewal</li> <li>• Science Outreach Strategy</li> <li>• Science Management Board</li> <li>• Science Advisory Committee</li> <li>• Canadian Advisory Science Secretariat</li> </ul>
<b>Re Risk 6 - Stakeholder Expectations</b> <b>Program Enablers/Internal Services(\$341.8 M)</b> <b>(includes: Legal Services, HR, Finance and Administration, IM/IT, Audit &amp; Evaluation, Real Property)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
HR	<ul style="list-style-type: none"> <li>• Stakeholder Consultations and Communications Strategies</li> </ul>
Finance & Administration	<ul style="list-style-type: none"> <li>• Finalize and implement the recommendations from the CCG/HRCS Relationship Review (Butler Report).</li> <li>• Service Level Agreements with all sectors</li> </ul>

<b>Risk: 7. Partnering and Collaboration</b>	
<b>There is a risk that DFO will be unable to create and sustain effective partnerships, or that there will be failures on the part of third parties on which DFO relies.</b>	
<b>Department-wide</b>	<ul style="list-style-type: none"> <li>• DFO, <i>Pacific Region Program Manager's Guide to Partnering</i>, 2000</li> <li>• DFO, <i>Policy on Collaborative Arrangements</i>, Draft September 2008</li> <li>• TBS, <i>Managing Collaborative Arrangements: A Guide for Regional Managers</i>, 2003</li> <li>• DFO, <i>Habitat Management, Guidelines for Federal-Provincial-Territorial (FPT) Agreements on Fish Habitat Management</i>, June 2002</li> <li>• <a href="#">DFO Science Collaborative Guide</a></li> <li>• Collaborative Arrangement Training Package - Draft</li> <li>• Formal MOUs, Accountability Accords, Standing Offers, Joint Project Agreements, Contribution Agreements</li> <li>• Setting certification requirements and standards and conducting audits (e.g., Existing Aboriginal Fishery Guardian status for First Nations, industry protocols and third-party designations).</li> <li>• DFO Legal Services reviews partnering and collaboration agreements for all sectors and regions in DFO.</li> <li>• Educational activities for contractors to support self-monitoring, particularly in remote areas where DFO's presence is limited.</li> <li>• Efforts to harmonize activities with provinces and territories for mutual benefit and benefit of industry.</li> </ul>
<b>Re Risk 7 - Partnering and Collaboration</b> <b>Strategic Outcome:</b> <b>Safe and Accessible Waterways</b> <b>(08-09 Budget as per RPP)( 773.7 \$ M)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
CCG (\$644.1 M ) Includes: Aids to Navigation, Marine communications and Traffic Services, Icebreaking, SAR, Fleet, CCG College	<ul style="list-style-type: none"> <li>• Federal Maritime Security Agenda</li> <li>• Strengthening management (Service Level Agreement)</li> <li>• Renewal of the CCGA contribution agreements.</li> </ul>
SCH	<ul style="list-style-type: none"> <li>• Finalize SCH Strategic &amp; Operational Planning Framework</li> </ul>

	<ul style="list-style-type: none"> <li>• Insurance coverage for volunteers;</li> <li>• Reinforce HA capacity;</li> <li>• HA advisory committees;</li> <li>• Efficiency measures;</li> </ul>
Science ( \$36.1 M\$)	<ul style="list-style-type: none"> <li>• Partnership Strategy in Science Renewal</li> <li>• The DFO Science Collaboration Framework</li> <li>• Academic Research Contribution Program for Canadian universities</li> <li>• Centres of Expertise</li> </ul>

<b>Re Risk 7 - Partnering and Collaboration</b> <b>Strategic Outcome:</b> <b>Sustainable Fisheries and Aquaculture</b> <b>(08-09 Budget as per RPP) \$478.1 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
<b>Fisheries Management</b>	<ul style="list-style-type: none"> <li>• Oceans to Plate (Renewal Focus)</li> </ul>
Resource Mgmt. ( \$56.6 M)	<ul style="list-style-type: none"> <li>• “Shared Stewardship” (Fisheries Renewal) as part of the Integrated Fisheries Management Plans</li> <li>• Interdepartmental and interjurisdictional arrangements</li> <li>• Northern Co-management Boards</li> </ul>
Aboriginal Policy and Governance ( \$104.4 M)	<ul style="list-style-type: none"> <li>• Fisheries Renewal – co-management</li> </ul>
Salmon Enhancement (\$28.9)	
International Fisheries Conservation (\$7.7 M)	<ul style="list-style-type: none"> <li>• Reform and Modernization of NAFO</li> </ul>
Conservation and Protection (\$125.6 M)	
Aquaculture ( \$4.0 M)	<ul style="list-style-type: none"> <li>• Aquaculture Renewal Implementation</li> <li>• Aquaculture Collaborative Research and Development Program</li> </ul>
Science (\$150.9 M)	<ul style="list-style-type: none"> <li>• Partnership Strategy in Science Renewal</li> <li>• The DFO Science Collaboration Framework</li> <li>• Academic Research Contribution Program for Canadian universities</li> <li>• Centres of Expertise</li> </ul>
<b>Re Risk 7 - Partnering and Collaboration</b> <b>Strategic Outcome:</b> <b>Healthy and Productive Aquatic Ecosystems (p. 52, RPP) \$144.9 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
Program-level	<ul style="list-style-type: none"> <li>• Partnering Agreements on Website</li> </ul>



Oceans Management (\$19.1 M)	<ul style="list-style-type: none"> <li>• Health of Oceans Initiative</li> <li>• Steer interaction with the Canadian Oceans Commission;</li> </ul>
Habitat Management \$70.6 M	<ul style="list-style-type: none"> <li>• International Governance Strategy (high seas)</li> <li>• Cabinet Directive on Improving the Performance of the Regulatory System for Major Resource Projects</li> <li>• Inclusion in performance contracts of senior mgrs of responsibility to ensure partners are held accountable for performance in compliance with HMP agreements</li> </ul>
Species at Risk	<ul style="list-style-type: none"> <li>• SAR Advisory Committees (e.g. NACOSAR, SARAC);</li> </ul>
Science \$55.2 M	<ul style="list-style-type: none"> <li>• Partnership Strategy in Science Renewal</li> <li>• The DFO Science Collaboration Framework</li> <li>• Academic Research Contribution Program for Canadian universities</li> <li>• Centres of Expertise</li> </ul>
<b>Re Risk 7 - Partnering and Collaboration</b> <b>Program Enablers/Internal Services(\$341.8 M)</b> <b>(includes: Legal Services, HR, Finance and Administration, IM/IT, Audit &amp; Evaluation, Real Property)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
Real Property, Security and Safety	<ul style="list-style-type: none"> <li>• MOUs/SLAs and performance measures,</li> <li>• Developing a RP accountability framework,</li> <li>• National Services Agreement,</li> <li>• Terminating non productive arrangements,</li> <li>• Project charters with PWGSC;</li> </ul>

<b>Risk: 8. Legal and Compliance</b>	
<b>There is the risk that DFO will make decisions which will be successfully challenged before the courts, and result in either significant financial liability or negative effects on DFO's legislative or regulatory authorities or that DFO will not be able to ensure public compliance with its legislation and regulations.</b>	
<b>Department-wide</b>	<ul style="list-style-type: none"> <li>• Legal training for DFO field officers (to improve the quality of work performed, reduce the probability of litigation and increase the effectiveness of prosecutions) and for all staff (to raise legal awareness)</li> <li>• Advisory Services</li> <li>• Legal Risk Management Committee &amp; Process</li> <li>• High Impact Committee &amp; Process</li> <li>• Formal legal risk driver analysis</li> <li>• Legal Services working with Audit &amp; Evaluation to formally analyze risk drivers underlying DFO's high impact issues/cases</li> <li>• Amending Legislation (e.g., Bill C-32, SARA)</li> <li>• Obtaining outside legal advice from Department of Justice</li> <li>• Preparing and retaining documentation on policy decisions</li> <li>• Major Projects Review Branch</li> <li>• Central agency policies such as Interim Guidelines on Consultation and Accommodation</li> </ul>
<b>re Risk 8 - Legal and Compliance</b> <b>Strategic Outcome:</b> <b>Safe and Accessible Waterways</b> <b>(08-09 Budget as per RPP)( 773.7 \$ M)</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
CCG (\$644.1 M ) Includes: Aids to Navigation, Marine communications and Traffic Services, Icebreaking, SAR, Fleet, CCG College	
Small Craft Harbours (\$93.5 M)	
Science ( \$36.1 M\$)	
<b>re Risk 8 - Legal and Compliance</b> <b>Strategic Outcome:</b> <b>Sustainable Fisheries and Aquaculture</b> <b>(08-09 Budget as per RPP) \$478.1 M</b>	

<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
Fisheries Management	<ul style="list-style-type: none"> <li>• FAM Compliance Review and Modernization Initiative</li> </ul>
Resource Mgmt. ( \$56.6 M)	<ul style="list-style-type: none"> <li>• Fisheries Renewal</li> <li>• Compliance promotion and education, monitoring, control and surveillance activities, use of sanctions to deter non-compliance, use incentives to encourage compliance. Areas of activity include:               <ul style="list-style-type: none"> <li>○ Commercial fisheries</li> <li>○ Aboriginal fisheries</li> <li>○ Recreational fisheries</li> <li>○ Habitat Protection</li> <li>○ Canadian Shellfish Sanitation Program</li> <li>○ Marine Security</li> <li>○ Oceans Management</li> <li>○ Aquaculture Management</li> <li>○ International fisheries</li> <li>○ Species at Risk</li> </ul> </li> <li>• Program has already incorporated a compliance risk assessment process as part of IRM and in the process of developing an operational compliance risk assessment process.</li> </ul>
Aboriginal Policy and Governance ( \$104.4 M)	<ul style="list-style-type: none"> <li>• Aboriginal Fisheries Strategy</li> <li>• Pacific Integrated Commercial Fishing Initiative</li> <li>• Aboriginal Communal Fishing Licences Regulations</li> <li>• Agreements with Aboriginal organizations;</li> <li>• Training of field officers (e.g., Aboriginal guardians, etc);</li> <li>• Regular consultation with DOJ;</li> <li>• Consultation with Aboriginal organizations;</li> <li>• Risk management guidelines to support DFO officials in engaging Aboriginal groups,</li> <li>• Aboriginal Communal Fishing Licence Regulation;</li> <li>• Development of program management frameworks (e.g., program governance charters and risk-based audit frameworks).</li> <li>• Crown's duty to consult aboriginal groups</li> </ul>
Salmon Enhancement (\$28.9)	
International Fisheries Conservation (\$7.7 M)	
Conservation and Protection (\$125.6 M)	
Aquaculture ( \$4.0 M)	
Science (\$150.9 M)	

<b>re Risk 8 - Legal and Compliance</b> <b>Strategic Outcome:</b> <b>Healthy and Productive Aquatic Ecosystems (p. 52, RPP) \$144.9 M</b>	
<b>Program/Sub-activity</b>	<b>Mitigation Measures</b>
Oceans Management (\$19.1 M)	<ul style="list-style-type: none"> <li>• Ensure full utilization of current HR resources by identifying skill sets and addressing gaps through regional and national HR plans and procurement.</li> <li>• Update work descriptions and organizational models, with HR, particularly for ES, PM and PCs.;</li> <li>• Develop HR capacity to handle the high volume of governance processes and make good qualitative analysis of strategic alignment;</li> <li>• Engage employees in retaining the proper level of skill sets and knowledge base through use of personal learning plans and enhanced job opportunities.. (competition from other sectors);</li> <li>• Articulate and communicate core and desirable outcomes over 1,3 and 5 years and reference in the annual SLAs (Oceans, O&amp;H, DFO);</li> <li>• Develop joint work plans with sector(s) and departments involved (e.g., Science sector, EC) and share / broadcast assignments broadly both internally and interdepartmentally (e.g., PC process).</li> </ul>
Habitat Management \$70.6 M	<ul style="list-style-type: none"> <li>• New approaches to increase the efficiency and effectiveness of staffing actions;</li> <li>• Clarification of job prerequisites, requirements and expectations;</li> <li>• Increased focus on training, professional development and retention;</li> <li>• Increased focus on HR matters in business and resource planning;</li> <li>• Increased focus on managing the coming retirement wave</li> </ul>
Species at Risk	<ul style="list-style-type: none"> <li>• Parliamentary Review of SARA</li> <li>• Innovative approaches to hiring (including pools, direct recruitment from universities, university bridging programs);</li> <li>• Succession planning;</li> <li>• Filling gaps through contracting, summer student placements, the hiring of term and casual help and or the “bringing back” of retired employees;</li> <li>• The Departmental HR Strategy;</li> <li>• Focus on retention, retraining and succession planning;</li> <li>• Improvements to the work environment.</li> </ul>

Science \$55.2 M	<ul style="list-style-type: none"> <li>National HR Strategy: four pillars: recruitment, retention, development and representation</li> <li>The Academic Research Contribution Program</li> </ul>
<b>re Risk 8 - Legal and Compliance</b> <b>Program Enablers/Internal Services(\$341.8 M)</b> <b>(includes: Legal Services, HR, Finance and Administration, IM/IT, Audit &amp; Evaluation, Real Property)</b>	
<b>Legal services</b>	<b>See Department-wide section of this risk.</b>
HR	
Finance and Admin	