

## **G.J. (Greg) Savard**

*March 13, 2011*

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### ***Career Objectives:***

A career in the Public Service of Canada at the senior manager level.

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### ***Education:***

**2006-2008** Master of Arts Degree in Leadership - Royal Roads University

**1976-1978** Fish, Wildlife and Recreation Diploma – B.C. Institute of Technology

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### ***Work Experience:***

Thirty-three (33) years experience working with Fisheries and Oceans Canada (DFO).

**June 2010 to current** Acting Regional Director (EX-02); Fisheries and Oceans Canada - Oceans, Habitat and Enhancement Branch (9 months).

***Duties/Experience:*** Managed the policy, regulatory and operational activities related to the Pacific Region Oceans, Habitat and Enhancement Branch (OHEB). This included providing oversight and strategic direction to a decentralized team of habitat, enhancement and oceans program staff.

- Line and functional supervision of a management team of approximately 15 staff with overall responsibility for over 300 positions, a budget of about \$40 million and a capital asset base of approximately \$300 million.
- Lead annual integrated human resource and business plan work for OHEB consistent with both national and regional objectives and priorities.
- Program responsibilities are undertaken within a suite of comprehensive policy and regulatory arrangements (Fisheries Act, Oceans Act, and Canadian Environmental Assessment Act) and within strict standards and guidelines. This requires working with both existing policy, guidelines and standards and in developing new or amended policy and related approaches.
- Program lead in providing frequent and on-going detailed strategic briefings and advice to senior officials (RDG, Deputy Minister, Minister and Ministerial officials) on the proper management and control of the Regions oceans, habitat

and enhancement programs in a manner that linked and supported key departmental resource management objectives.

- The conduct of OHEB activities required extensive engagement and consultation on a frequent and on-going basis with commercial, recreational, community and environmental stakeholder groups, a broad range of industries (e.g. mining, forestry, hydro, transportation, etc.), the public, senior officials from local, Provincial and Federal Government Agencies and First Nation's within an environment of competing interests and views. There was a frequent need to work with these interests to reconcile conflicts and differing views on the conduct of OHEB activities.
- Developed and maintained effective working relationship and collaborative processes within and across a range of programs at the regional, area and national levels, other government departments, First Nation communities/organizations, fishing industry organizations, non-government organizations, the public, media and other interests.

**2008 - 2010** Director, Special Projects (EX-01); Fisheries and Oceans Canada, Pacific Region – Oceans, Habitat and Enhancement Branch – **Director, Salmonid Enhancement Program** (1.8 years).

***Duties/Experience*** – Manage the Pacific Region Salmonid Enhancement Program (SEP), which includes the oversight and operation of a decentralized network of fish culture facilities, a complex network of community stewardship programs and a comprehensive salmon habitat resource restoration program.

- Line and functional supervision of a management team of approximately 15 staff with overall responsibility for 213 positions, a budget of \$27 million and a capital asset base of approximately \$300 million.
- Provided a key leadership function in developing a comprehensive Human Resource Strategy for the Oceans, Habitat and Enhancement Branch (OHEB) and in leading key succession planning and knowledge capture initiatives on behalf of both SEP and OHEB under the HR Strategy.
- Lead annual integrated human resource and business plan work consistent with both national and regional objectives and priorities.
- Program lead in providing coordination and input to internal audits and evaluations of program relevance, efficiency and effectiveness, including the development and implementation of Management Action Plans (MAP) in response to the audit and evaluation recommendations.
- Program lead in developing evidence-based reports for the internal Budget Alignment and Strategic Review (BASR) initiative in 2008/09 and Treasury Board mandated Departmental Strategic Review (2010).
- Program responsibilities are undertaken within a suite of comprehensive policy and regulatory arrangements and within strict standards and guidelines. This requires working with both existing policy, guidelines and standards and in developing new or amended policy and related approaches.

- Program lead in providing frequent and on-going detailed strategic briefings and advice to senior officials (RDG, Deputy Minister, Minister and Ministerial officials) on the proper management and control of the Regions SEP in a manner that links and supports key departmental resource management objectives.
- The SEP is extensively engaged, linked with and consults on a frequent and on-going basis with commercial, recreational, community and environmental stakeholder groups, the public, local, senior officials from local Provincial and Federal Government Agencies and First Nation's all within an environment of competing interests and views. There is a frequent need to work with these interests to reconcile conflicts and differing views on the conduct of SEP activities.
- Develops and maintains effective working relationship and collaborative process within and across a range of programs at the regional, area and national levels, other government departments, First Nation communities/organizations, fishing industry organizations, non-government organizations, the public, media and other interests.

**2007-2008** Director, Special Projects (EX-01); Fisheries and Oceans Canada, Pacific Region – Oceans, Habitat and Enhancement Branch – **Director, Oceans Program** (1.7 years).

***Duties/Experience*** – Managed the Pacific Region Oceans program, which included the oversight and operation of a decentralized network of activities related to integrated oceans management and developing conservation-based protection tools, such as Marine Protected Areas.

- Line and functional supervision of a management team of 6 staff with overall responsibility for 12 positions and a budget of up to \$3 million.
- Lead annual integrated human resource and business plan work consistent with both national and regional objectives and priorities, including work on succession planning and staff development.
- Program responsibilities were undertaken within a suite of comprehensive policy and regulatory arrangements (Fisheries Act and Oceans Act) and often required detailed strategic briefings and advice to senior officials (RDG, Deputy Minister, Minister and Ministerial officials) on the proper management and control of the Regions Oceans program in a manner that linked and supported key departmental resource management objectives.
- The Pacific Region Oceans program was extensively engaged, linked with and consults on a frequent and on-going basis with stakeholder groups, community and non-government environmental organizations, the public, local, senior officials from local, Provincial and Federal Government Agencies and First Nation's within an environment of competing interests and views. There was a frequent need to work with these interests to reconcile conflicts and differing.
- Developed and maintained effective working relationships and collaborative processes within and across a range of programs at the regional, area and national levels, other government departments, fishing industry organizations,

First Nation communities/organizations, non-government organizations, the public, media and other interests.

**2006**

Acting Regional Director (EX-02); Fisheries and Oceans Canada - Oceans, Habitat and Enhancement Branch (9 months).

**Duties/Experience:** Managed the policy, regulatory and operational activities related to the Pacific Region Oceans, Habitat and Enhancement Branch (OHEB). This included providing oversight and strategic direction to a decentralized team of habitat, enhancement and oceans program staff.

- Line and functional supervision of a management team of approximately 15 staff with overall responsibility for over 300 positions, a budget of about \$40 million and a capital asset base of approximately \$300 million.
- Lead annual integrated human resource and business plan work for OHEB consistent with both national and regional objectives and priorities.
- Program responsibilities are undertaken within a suite of comprehensive policy and regulatory arrangements (Fisheries Act, Oceans Act, and Canadian Environmental Assessment Act) and within strict standards and guidelines. This required working with both existing policy, guidelines and standards and in developing new or amended policy and related approaches.
- Program lead in providing frequent and on-going detailed strategic briefings and advice to senior officials (RDG, Deputy Minister, Minister and Ministerial officials) on the proper management and control of the Regions oceans, habitat and enhancement programs in a manner that linked and supported key departmental resource management objectives.
- The conduct of OHEB activities required extensive engagement and consultation on a frequent and on-going basis with commercial, recreational, community and environmental stakeholder groups, a broad range of industries (e.g. mining, forestry, hydro, transportation, etc.), the public, senior officials from local, Provincial and Federal Government Agencies and First Nation's within an environment of competing interests and views. There was a frequent need to work with these interests to reconcile conflicts and differing views on the conduct of OHEB activities.
- Developed and maintained effective working relationship and collaborative processes within and across a range of programs at the regional, area and national levels, other government departments, First Nation communities/organizations, fishing industry organizations, non-government organizations, the public, media and other interests.

**2004-2006**

Director, Conservation and Protection (EX-01); Fisheries and Oceans Canada, Pacific Region – Conservation and Protection Division (2 years)

**Duties/Experience:** Managed the regions compliance programs, which included providing oversight and strategic direction to a decentralized team of enforcement officers and program staff in the regional and area-based offices.

- Line and functional supervision of a management team of approximately 12 staff with overall responsibility for over 180 positions and a budget of several million dollars.
- Lead annual integrated human resource and business plan work for the Conservation and Protection (C&P) program consistent with both national and regional objectives and priorities.
- Program responsibilities were undertaken within a suite of comprehensive policy and regulatory (e.g. Fisheries Act) arrangements and within strict standards and guidelines and often required detailed strategic briefings and advice to senior officials (RDG, Deputy Minister, Minister and Ministerial officials) on the proper management and control of the Regions compliance programs in a manner that linked and supported key departmental resource management objectives.
- The conduct of C&P activities required extensive engagement and consultation on a frequent and on-going basis with commercial, recreational, community, and a broad range of industries (e.g. mining, forestry, hydro, transportation, etc.), the public, senior officials from local, Provincial and Federal Government Agencies and First Nation's within an environment of competing interests and views. There is a frequent need to work with these interests to reconcile conflicts and differing views on the conduct of OHEB activities.
- Developed and maintained effective working relationships and liaisons within and across a range of DFO programs (regional and national), other government departments (federal, provincial and municipal), fishing industry organizations, First Nation communities/organizations, harvesters (First Nation, commercial and recreational), non-government organizations, the public, media and other interests.

**2002-2004** Acting Area Director (EX-01); Fisheries and Oceans Canada, Pacific Region - Central Coast and Lower Fraser Areas (1.5 years).

***Duties/Experience:*** Managed and supervised area-based habitat, salmon enhancement, resource management, enforcement, stock assessment and business management programs. Directly supervised 8 to 10 staff and accountable for up to 170 employees across a range of regulatory and resource management programs. Managed a budget of several million dollars. Developed and maintained effective working relationships, consultation processes and liaisons within and across a range of DFO programs (regional and national), other government departments (federal, provincial and municipal), First Nation communities/organizations, fishing industry organizations, harvesters (First Nation, commercial and recreational), non-government organizations, the public, media and other interests.

**2001-2002** Acting Director, Resource Management (CO-04); Fisheries and Oceans Canada, Pacific Region – Fisheries Management Branch (1.5 years).

***Duties/Experience:*** Provided coordination and leadership to the region's fisheries management programs, including supervision of up to ten staff, functional supervision of up to six other staff and close collaboration with regional science and national headquarters colleagues. Work required a close working relationship, consultation and liaison with a range of DFO programs (regional and national), other government departments (federal, provincial and municipal), fishing industry organizations, harvesters (First Nation, commercial and recreational), non-government organizations, the public, media and other interests.

**2000-2001** Acting Salmon Coordinator (CO-03); Fisheries and Oceans Canada, Pacific Region  
- Fisheries Management Branch (9 months).

***Duties/Experience:*** Provided coordination and leadership to the region's salmon management program, including supervision of three staff, functional supervision of up to six other staff and close collaboration with regional science and national headquarters colleagues. Work required a close working relationship and liaison with a range of DFO programs (regional and national), other government departments (federal, provincial and municipal), First Nation communities/organizations, fishing industry organizations, harvesters (First Nation, commercial and recreational), non-government organizations, the public, media and other interests.

**1993-2000** Resource Manager and Chief, Resource Management (PM-05 and PM-06); Fisheries and Oceans Canada, Pacific Region – North and South Coast (7 years).

***Duties/Experience:*** Provided coordination and leadership to area-based fisheries management programs, supervision of up to 30 staff and management of a budget of several million dollars. Work required a close working relationship and liaison with a range of DFO programs, other government departments (federal, provincial and municipal), First Nation communities/organizations, fishing industry organizations, harvesters (First Nation, commercial and recreational), non-government organizations, the public, media and other interests.

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***Relevant Training:***

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| - Management Development Training, Level 2 | - Human Resource Management Delegation |
| - Management Development Training, Level 3 | - Financial Management                 |
| - Negotiation Skills                       | - Work Description Writing/Evaluation  |
| - Media Relations                          |  |

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***Publications:***

Savard, G.J. (2008). Fostering Leadership Development in Fisheries and Oceans Canada: Pacific

Region.

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***Other Personal Information:***

- **Language profile:** Proficient in English (written and oral)
- **Security Clearance Level:** Secret
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***References:***

Available upon request.