Fisheries and Oceans Canada
Organizational Structure

Presentation to Cohen Commission
November 1, 2010
Outline

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- Fisheries and Oceans Canada (DFO) Mandate
- Departmental Governance
- National Organizational Structure

Part 2 – Pacific Region Overview
- Regional Structure
- Regional Governance
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Part 1 – National Overview
DFO Mandate

- DFO is responsible for developing and implementing policies and programs in support of Canada’s scientific, ecological, social and economic interests in oceans and fresh waters.

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

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<th>DFO's Strategic Outcomes</th>
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<td><strong>Sustainable Fisheries and Aquaculture</strong>: Delivering an integrated fisheries and aquaculture program that is credible, science-based, affordable, and effective and contributes to sustainable wealth for Canadians while respecting Aboriginal and treaty rights.</td>
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<td><strong>Healthy and Productive Aquatic Ecosystems</strong>: Ensuring the sustainable development and integrated management of resources in or around Canada’s aquatic environment and carrying out critical science and fisheries management activities.</td>
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<td><strong>Safe and Accessible Waterways</strong>: Providing access to Canadian waterways and ensuring the overall safety and integrity of Canada’s marine infrastructure for the benefit of all Canadians.</td>
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In supporting the federal government’s responsibility for sea coast and inland fisheries, the Minister of Fisheries and Oceans oversees the administration of the *Fisheries Act*. In this capacity, she is responsible for approving and communicating Departmental policies for the management of fisheries, habitat and aquaculture. The Minister has overall responsibility for the management and direction of the Department, pursuant to the *Department of Fisheries and Oceans Act*.

The Deputy Minister (DM) is the Accounting Officer and most senior public servant in the Department, appointed by the Prime Minister. The DM is responsible for providing the broad expert advice and support needed for the Minister to fulfill her responsibilities, and undertaking the day-to-day management of the Department on behalf of their Minister.

The Department’s national headquarters are located in Ottawa and it has six regional centres of operations (which include a number of area offices) – Pacific, Central and Arctic, Quebec, Gulf, Maritimes and Newfoundland & Labrador.

Changes were made to the complement of the senior cadre in 2009 and 2010:
- Creation of the consolidated International Affairs Directorate (IAD)
- Implementation of the Chief Financial Officer (CFO) model
- Consolidation of Human Resources and Corporate Services (HRCS) into one sector.
- A combined Oceans and Science Sector
- A new Ecosystems and Fisheries Management (EFM) sector that consolidates operations
- A strengthened Policy Sector
The Department’s six regions are each headed by a Regional Director General.
DM Direct Reports (Previous)

Deputy Minister Direct Reports
Prior to May 3, 2010

Deputy Minister
C. Duranceau

Associate Deputy Minister
M. King

Commissioner,
Canadian Coast Guard
G. Da Pont

Deputy Commissioner
R. Grenier

Deputy Commissioner
Vessel Procurement
Vacant

ADM, Policy
M. Bloom

ADM, Habitat and SARA
Vacant
K. Stringer (A)

ADM Fisheries & Aquaculture Management
D. Bevan

Associate ADM Fisheries Management Policy Transformation
D. Balfour (A)

ADM, Oceans & Science
S. Mithani

Chief, Financial Officer
R. Huppé

ADM, Human Resources & Corporate Services
M. Haard

Executive Adviser to DM
C. Lavergne

Director, S&T Management Secretariat
C. Duong

Exec. Dir., VICR
M. Trudel-Magglore

RDG, Pacific Region
P. Sprout

RDG, Central & Arctic Region
R. Lambe

RDG, Quebec Region
R. Nadeau

RDG, Gulf Region
S. Théraut

RDG, Newfoundland and Labrador
J. Baird

RDG, Maritimes Region
F. Scattoon

Chief, Audit Executive
R. Hamilton

DG, International Affairs
M. Pearson

DG, Communications
S. Gardner-Barday

Director General, Executive Secretariat
S. Ashley
Departmental Governance

- The Departmental Management Committee (DMC), chaired by the Deputy Minister, is the Department’s senior management decision-making body.

- DMC:
  - establishes overall goals, priorities, policies and procedures;
  - promotes integrated management;
  - supports DFO’s matrix management model; and,
  - establishes and monitors budgets, and manages in-year reallocations.

- DMC is supported by subcommittees, including the Human Resources subcommittee, the Finance subcommittee and the Evaluation Committee.

- The Department is also supported and advised by a committee of External Auditors (DAC). The DAC is currently chaired by the Deputy Minister and co-chaired by an external advisor.
Role of the Minister

• The Minister of Fisheries and Oceans’ powers derive from a series of statues, including:
  – Department of Fisheries and Oceans Act;
  – Fisheries Act;
  – Oceans Act;
  – Coastal Fisheries Protection Act;
  – Fishing and Recreational Harbours Act;
  – Species at Risk Act;
  – Canadian Environmental Assessment Act; and,

• The key statute with respect to Pacific salmon is the Fisheries Act:
  – Section 7 provides the Minister with “absolute discretion” in issuing fishing licences; and,
  – Section 43 provides the Governor in Council with broad authority to make regulations for carrying out the purposes and provisions of the Fisheries Act, including the management of Pacific salmon.

• The Minister’s discretion under section 7 of the Fisheries Act is subject to:
  – express limitations in the Fisheries Act and other statutes;
  – requirements of administrative law, which provide that the Minister must exercise her discretion in good faith, and must base her decision on relevant considerations and avoid arbitrariness;
  – court decisions regarding section 7 of the Fisheries Act, such as Gulf Trollers Association v. Canada (Minister of Fisheries and Oceans) (Federal Court of Appeal) (1986) and Comeau’s Sea Foods Ltd. v. The Queen (Supreme Court of Canada) (1997)); and
  – First Nations rights recognized by s. 35 of the Constitution Act; plus obligations to First Nations set out in land claims agreements and court decisions such as Ahousaht Indian Band and Ahousaht Nation v. Canada (B.C.S.C. 2009; appeal heard by the B.C.Court of Appeal in December, 2010); Lax Kw’alaams Indian Band v. Canada (2009 decision of the B.C. Court of Appeal; appeal to be heard by the Supreme Court of Canada in 2011); and R. v. Kapp (2008) (Supreme Court of Canada).
DFO Management Model

- DFO has a matrix management model:
  - Policy and program direction is set by the Minister based on advice provided through the Deputy Minister from the Department.
  - Implementation and program delivery are undertaken in the regions and sectors.

- The model includes both functional and line reporting relationships. Functional reporting ensures coordination and consistency. Line authority ensures direct accountability for day-to-day decision making.

- Regional Directors General (RDGs) are responsible for delivering programs and activities in their regions in accordance with national and regional priorities and within assigned resources and national performance parameters.

- Regional Program Directors have a line reporting relationship with the RDG and receive functional direction from Assistant Deputy Ministers (ADMs) in national headquarters.

- Area Directors in the region integrate service delivery at the local level. They report to the RDG and receive policy and program direction from Regional Directors.
Part 2 - Pacific Region Overview
• The Pacific Region’s headquarters are located in Vancouver.

• The region is organized geographically into five areas – British Columbia Interior, Lower Fraser River, South Coast, North Coast, Yukon & Transboundary Rivers.
Regional Governance

• The RDG chairs a Regional Management Committee (RMC) which serves as the region’s senior management decision-making body.

• The RMC provides a place where all aspects of regional management come together, including:
  – developing and implementing regional priorities flowing from national guidance;
  – promoting integrated management; and,
  – overseeing budgetary and human resource management matters.

• RMC is supported by a: Strategic Directions Committee, Operations Committee and Regional Human Resources Committee.
With a strong externally oriented focus, Pacific Region seeks extensive input from various sources — the Province of British Columbia (BC), First Nations, commercial, recreational and environmental interests — to enhance the program delivery.

Examples of ongoing processes related to Pacific salmon include:
- Canada-BC agreements and meetings;
- Bilateral and multilateral consultations with First Nations;
- Integrated Salmon Harvest Planning Committee;
- Commercial Salmon Advisory Board;
- Sport Fishing Advisory Board; and,
- Salmon Enhancement and Habitat Advisory Board.

Under the terms of the Pacific Salmon Treaty, DFO also works closely with the Pacific Salmon Commission, in particular the Fraser River Panel.
ADM Programs Direct Reports

- Deputy Minister
  C. Dansereau

- Associate Deputy Minister
  D. Bevan

- ADM, Programs
  K. Stringer

- DG, Fisheries and Aboriginal Policy
  N. Bouffard

- DG, Ecosystem Programs Policy
  J. MacDonald

- DG, Aquaculture Management
  T. Swerdfager
ADM OSS Direct Reports

Deputy Minister
C. Dansereau

Associate Deputy Minister
D. Bevan

ADM, Oceans and Science
S. Mithani

DG, Oceans
W. Moore

DG, Ocean Sciences - Canadian Hydrographic Service
S. Narayanan

DG, Ecosystem Science
S. Paradis

DG, Integrated Business Management Vacant
CFO Direct Reports

Deputy Minister
C. Dansereau

Chief Financial Officer
R. Huppé

Associate Deputy Minister
D. Bevan

DG Budgeting, Planning and Resource Management
B. Pagan

Deputy DG, Finance Management Advisory Branch and Regional Coordination
E. Mullan

DG, Financial and Material Management Operations
D. Bombardier

DG, Corporate Planning and Risk Management
M. Olsan
Associate RDG Direct Reports

Associate RDG, Pacific Region
P. Macgillivray

Regional Director, Small Craft Harbours
K. Smith

Director, Real Property, Safety and Security
B. Ferguson

Director, Human Resources
Vacant
S. Armstrong (A)

Director, Finance and Administration
L. Kerr

Senior Advisor / Business Manager
M. Braam
Area Director, Lower Fraser River Direct Reports

Area Director
Diana Trager

Area Chief, Resource Management
J. Gagné

Business Manager (Large Area)
C. Fairman

Area Chief HEB Lower Mainland
C. Salomi

Aboriginal Affairs Advisor
T. Bonnet

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Area Director, South Coast Direct Reports

- Aboriginal Affairs Advisor, SCA G. Kelly
- Section head, Aquatic Science Bio W. Luedke
- Area Chief, Resource Management G. Thomas
- Business Manager (Large Area) T. Harvey
- Area Chief OHEB South Coast A. Silverstein
Regional Director, Policy Direct Reports

Regional Director, Policy & Economic Analysis
A. Webb

Manager, Consultation Secretariat
D. Phelan

Manager, Economic Analysis
P. Mahaux

Manager, Strategic Policy and Planning
Vacant / L. Wilson (A)
Regional Director, Fisheries & Aquaculture Management Direct Reports

- Regional Director, Fisheries and Aquaculture Management
  Vacant / B. Antcliffe (A)

- Business Manager
  A. Arbo

- Director, Aquaculture Management
  A. Thomson

- Director, Resource Management, Program Delivery
  B. Antcliffe

- Director, Pacific Fisheries Reform/PICFI (Special Projects)
  A. Bate

- Manager, Business Client Services
  R. Neighbor

- RD. Treaty & Aboriginal Policy
  K. McGivney

- Lead, Salmon Team
  P. Ryall

- Litigation Coordinator
  J.A. Manson