

**PACIFIC FISHERY MANAGEMENT COUNCIL**

7700 NE Ambassador Place, Suite 101  
Portland, Oregon 97220-1384

*CHAIR*  
Dorothy M. Lowman

*EXECUTIVE DIRECTOR*  
Donald O. McIsaac



CY 2016

**POSITION DESCRIPTION**

**I. POSITION TITLES AND CLASSIFICATIONS**

- A. Incumbent Employee: Vacant as of April 5, 2016
- B. Position Title: Executive Director
- C. Working Title: Executive Director
- D. Salary Grade Level: GS-15, Portland - Salem Locality
- E. Position Status:  Full Time  Part Time  Job Share
- F. Position FLSA Classification:  Exempt  Non-Exempt

**II. POSITION PURPOSE AND ORGANIZATIONAL RELATIONSHIP**

The Pacific Fishery Management Council (Council) is one of eight regional councils established by the Magnuson-Stevens Fishery Conservation and Management Act (MSA). The Council consists of voting representatives from the states of California, Oregon, Washington, and Idaho, the National Marine Fisheries Service (NMFS), and West Coast Indian Tribes, and has authority for fishery management in the Pacific Ocean seaward to 200 miles from the coasts of California, Oregon, and Washington. The State of Alaska, the U.S. Coast Guard, the U.S. Fish and Wildlife Service, the U.S. State Department, and the Pacific States Marine Fisheries Commission are also represented on the Council as non-voting members. Section 302(f)(1) of the MSA provides the authority of the Council to appoint, and assign duties to, an Executive Director and such other full and part-time employees to provide for the development, adoption, and transmittal of fishery management plans, regulations, and other recommendations to the U.S. Secretary of Commerce. Such fishery management activity is done in accordance with the MSA and other applicable law; the *Council Statement of Organization, Practices, and Procedures* document; and the *Council Operating Procedures* document. Further organizational relationship information can be found on the Council website <http://www.pcouncil.org/>.

The purpose of this position is to serve as the chief executive officer implementing the plans, decisions, instructions, and will of the Council, including all associated fishery management, fiscal, and administrative responsibilities and obligations of the Council. The purpose of this position is accomplished by executing the principal duties and responsibilities described below, including the supervision of 15 or more Council administrative and analytical staff members to accomplish duties and responsibilities as described in the position descriptions for the positions they occupy. The description of duties below can be opportunistically enhanced or adjusted by specific direction of the Council, and there is an expectation that continuous communications between the Executive Director (ED) and the Council will occur as to situational priorities within the grouped duties and responsibilities.

### III. PRINCIPAL DUTIES AND RESPONSIBILITIES

<u>% of Time</u>	<u>Duties and Responsibilities</u>
30%	<p>Manage for five or more productive Council meetings per year to be conducted in an open and transparent manner where the Council Members can make fully informed decision-making of <b>fishery management policy</b> matters, including:</p> <ul style="list-style-type: none"> <li>• providing notice to the public of all relevant aspects of the meeting in the <i>Federal Register</i> and via other contemporary vehicles;</li> <li>• providing for all necessary information and neutral analysis for Council members to make fully informed decisions on scientific, policy, and administrative fishery management issues via proper coordination between Council staff; representatives of Federal, state, and tribal agencies; Council advisory bodies; and the public;</li> <li>• providing for a publically accessible Briefing Book well in advance of the beginning of the meeting that contains information needed for orderly and productive discussion of items on the Council meeting agenda;</li> <li>• providing for a suitable location for each Council meeting, the travel expenses necessary for invited non-Federal participants, and facilitate the proper conduct of Council advisory bodies at and before Council meetings;</li> <li>• providing information and assisting in the planning of the agenda for future Council meetings;</li> <li>• providing for live streaming of the Council meeting on the internet, distribution of decision-making results, and preparation and ultimate filing of the administrative record of the meeting; and</li> </ul>

- properly transmitting Council decisions in a matter compliant with MSA and other applicable law to NMFS and working cooperatively with them to accomplish a timely Secretarial review process, as well as any implementation necessities.

25%

Manage the fiscal affairs of the Council. Activities include the following activities.

- Beginning in June of 2019, and every five years thereafter, for Council review with modification/approval at the September Council meeting – a draft comprehensive five-year grant application that documents proposed Council priorities to be pursued in the first year together with detailed, first-year fiscal implications, and that proposes broader Council priorities to be pursued in the succeeding four years.
- Prepare annually for review by the Council at its September meeting for subsequent Council modification/approval by the Council at the earliest appropriate time, a proposed preliminary annual budget for Council operations which documents all major aspects of the Council’s fiscal affairs and identifies balances, performance obligations, potential amounts and sources of current and future fiscal year funding, current and projected costs of activities, and addresses cash-flow and other contingencies while generally associating higher priority Council activities with secure funding sources.
- Prepare in any appropriate year for Council review and approval any appropriate extension of the five-year grant with information related to financial balances and performance obligations remaining within the grant.
- Based upon the preliminary annual budget, prepare a proposed final annual budget for Council review and modification/approval at the first opportunity following confirmation of fiscal assumptions and resolution of uncertainties contained in the preliminary annual budget. Consistent with the five-year grant and the Council-adopted budget, pursue Federal funding from all appropriate sources. Oversee the process of securing funding from the U.S. Department of the Treasury Automated Standard Application for Payments Program;
- Arrange for an annual audit of Council fiscal records in accordance with the industry standard for generally accepted accounting practices and the terms and conditions of the Council grant and cooperative agreement;

report to the Council audit results and prepare response, as appropriate.

- Monitor and manage spending of annual budgets so as to not exceed the total budget adopted by the Council.
- Negotiate contracts that commit major amounts of Council funding, such as office space lease, copier equipment leases, hotel venues for Council meetings, and employee health insurance; and oversee the contractual commitments for necessities of lesser magnitude such as travel provider services, telephone/internet services, and financial audit services.

25%

**Supervise and oversee the supervision of Council staff** in a way that motivates them to achieve a high level of performance, including:

- managing for an annual Council staff workload that is accomplishable at a high level of quality consistent with achieving established deadlines in a manner that does not exceed the annual hourly requirements or overtime limits of individual Council staff positions;
- maintaining frequent and consistent communication procedures and protocols where Council staff obtain all relevant information enabling them to execute their duties at a high level of quality;
- reviewing or overseeing the supervisory review of the informational and analytical documents provided to the Council for decision-making, materials presented in Council meetings or other forums, draft letters that are released under the Executive Director or Council Chair signature, presentations made by Council staff to outside individuals or groups, and other work conducted by Council staff so as to ensure its analytical soundness and proper representation and alignment with Council positions and the will of the Council;
- making staff assignments or staff team compositions in a way consistent with individual strengths and abilities and in a manner that provides for a positive sense of staff and team equity;
- recognizing outstanding Council staff performance in a way that promotes strong, positive team morale, high productivity, and superior effort from all members of the staff team;
- addressing Council staff concerns that affect morale when they are brought forward, such that it creates an atmosphere of trust that the Council and executive leadership supports and appreciates the staff appropriately;
- managing for optimal staff knowledge and capabilities via appropriate

training opportunities;

- conduct an annual employee performance evaluation process for each Council staff member that is accountable to both positive and negative performance;
- hiring, removing, promoting, demoting, disciplining and executing personnel actions consistent with applicable law, the *Council Personnel Rules*, and the will of the Council;
- hearing and resolving employee complaints or group staff grievances; and
- maintain personnel files and accomplish normal Human Resources administrative obligations.

15% **Represent the Council** as assigned and coordinate the representation of Council perspectives by Council Members or Council staff in various forums and meetings towards the purpose of advancing and facilitating Council policies and creating and maintaining positive working relationships, including at:

- Council Coordination Committee interim and annual meetings and specialized sub-committees and workgroups;
- special meetings with Federal, state, and tribal agencies;
- meetings, symposia, and workshops convened by entities of the scientific community, including university fora and academic organizations, non-governmental environmental organizations, or fishery constituent organizations;
- inquiries from Federal and State Congressional members or bodies;
- inquiries from the Government Accountability Office;
- international fishery management forums;
- litigation forums, including court hearings and settlement negotiations; and by
- being the primary point of contact in media inquiries and news releases.

5% Other Duties as Assigned

- Perform other duties as assigned by the Council

#### IV. KNOWLEDGE REQUIRED

The knowledge requirements in this section pertain to the ED fully functioning in the position through time and are not necessarily required in the entirety at the onset of employment.

The ED should have a Bachelor's or advanced degree in a field related to natural resource management, relevant biological or socio-economic science, business management or public policy development, or knowledge equivalent to these degrees, and at least ten years of relevant experience in these fields of knowledge. Relevant advanced degrees can compensate for the experience requirement. The aggregate academic and professional experience should demonstrate mastery of fishery management or natural resource policy development sufficient to apply new scientific findings, developments, and advances to critical problems of a unique, novel, highly complex and complicated, exceptionally difficult, or highly controversial nature. The ED is involved in the development of recovery efforts, fishery objectives, decision documents, and myriad controversial programs and resource planning that significantly affect state, tribal, and Federal agency priorities.

The ED is required to possess a significant depth of knowledge about fish, fisheries, state and Federal laws, Treaty Indian fishing rights, regulations, court decisions, and international agreements affecting fisheries management on the West Coast.

The ED is required to effectively speak and write, synthesizing and communicating complex scientific and policy concepts to ensure fully-informed decisions by the Council.

The ED is required to possess business management skills, including those for managing budget, personnel, information technology, and other normal business activities.

## **V. SUPERVISORY CONTROLS AND EXPECTATIONS**

The ED reports to the Council and the Council establishes overall goals and approves budgets and spending plans for the funding resources available. The ED and the Council confer on general objectives, projects, and deadlines at each Council meeting and the Council provides direction and guidance the ED is expected to execute. The ED meets frequently with the Council Chair and Vice Chair on ongoing issues, but is expected to function independently within the framework of policies, goals, objectives, and priorities established by the Council. The ED plans optimal project management pathways, selects appropriate techniques and methodology, and determines approaches to be taken by Council staff in accomplishing Council assignments. The ED resolves most problems that arise, keeping the Council informed of progress, potentially controversial problems, and other matters having far-reaching implications. Completed work is provided to the Council or other authorities in final form, given the particular stage of the process engagement.

The ED reports to and serves at the will of the Council. It is expected that the Council will continue to defer to the Council Chair as its representative in matters related to the performance of the ED. Consistent with this deferral of responsibility, the Council Chair may include the vice-chair or other Council members in consultations with the ED related to performance.

The Council expects the development of a periodic, if not annual, Performance Agreement between the ED and the Council, represented by the Chair, that is derived from responsibilities described in the Position Description and reflects application to near-term circumstances. The Performance Agreement will be used as a tool in the ED's annual performance review.

## **VI. GUIDELINES**

Broad guidelines mandated by various Council policies, Federal and state regulations and legislation, such as the acts cited in Section IV, are often inadequate in terms of guideline specificity. The ED is to become fully aware of current Council policies and guidelines and be able to consult with the Council Chair, Vice Chair, and Council Members at any time, and may be required to deal with situations in which relevant precedents or guides point toward conflicting decisions, where recent court decisions may appear to require a technical decision at variance with existing guides, or where methods are unproven or incomplete. The ED must use ingenuity and resourcefulness in developing operating procedures, instructions, and new techniques, and in deviating from traditional methods to adapt new methods or compromises. The ED must exercise judgment in advising on the fishery management and other policies of the Council, requirements of Federal, State, and Tribal environmental laws and their applicability to, and effect on, the fishery resource and coastal communities.

## **VII. COMPLEXITY AND DECISION-MAKING**

Duties require many different, unrelated processes applied to a broad range of activities and should be considered highly complex and complicated. The ED uses versatility and innovation to recognize possible new approaches, devise new or improved techniques, or anticipate future trends and needs. Assignments include responsibility for coordinating and planning activities that cover broad multiple-resource programs. Issues may involve such things as Congressional hearings, sensitive and complex endangered species act consultations, and evaluation of major water resource or land-based development projects. Problems are complex or difficult due to such characteristics as the abstract nature of the concept or the existence of serious conflicts among scientific projections, socio-economic impacts to communities, program direction, and administrative requirements.

## **VIII. SCOPE AND EFFECT**

Activities involve development of new or improved techniques or criteria for conducting projects, and advice, planning, or review for specific problems, programs, or functions. The work influences the effectiveness or acceptability of Council goals, projects, programs, and objectives. Work typically involves problems affecting the continued normal existence of a fish resource or resource area, a fishing community, and the ability of Federal, state, tribal, and local governments to regulate fishery-related activity.

## **IX. PERSONAL CONTACTS**

The ED should have or develop good relations with a variety of people related to Council operations and business. These persons include Council members, Council staff, members of Council advisory bodies and others within the organizational spectrum of the Council and others outside this grouping, including administrators of other agencies, representatives for the fishing industry (commercial, sport, and tribal), contractors, representatives of professional organizations, news media, foreign representatives at a peer level, non-governmental entities, and public action groups.

This network of contacts is useful to facilitate effective communications in order to listen to, influence, inform, educate, motivate, or manage persons or groups who hold diverse opinions or interests and levels of knowledge regarding the fishery management policies of the Council and their consequences; some of these persons or groups may be difficult to work with and opposed to Council activities. Another purpose is to obtain commercial necessities for use in Council operations.

Understanding of the different cultural and socio-economic backgrounds, attitudes, and predispositions of the various groups described is required. An understanding of effective negotiation techniques is required.

## **X. PHYSICAL DEMANDS**

The work is primarily in an office environment. Frequent use of a keyboard and other computer hardware is required, often for lengthy periods of time. Use of other typical office equipment may also be required. At least five times per year, travel to distant locations is required, for four- to eight-day periods; ability to take commercial transportation by air, land, or sea is required, as well as overnight stays in hotels, motels, and inns. Extended periods of continuous work well beyond eight hours is often required. Lifting of light to moderately heavy boxes and equipment, and

loading and unloading of boxes and equipment into and from vehicles, may be required. International travel may be required.

**XI. WORK ENVIRONMENT**

The work is performed primarily in a typical office setting or professional/public meeting rooms in such places as hotels, schools, or auditoriums. Work may also be required on airplanes, boats, and unusual environments.

**XII. ADDITIONAL POSITION CHARACTERIZATIONS**

- A. Special Requirements: Extended work hours will be required occasionally at the main office and frequently at out-of-town meetings and other locations. Ability to travel to distant locations and stays for periods of up to and beyond one week is be required several times per year.
- B. Budget\_Authority: Authority to commit Council funds.

**XIII. CERTIFICATION**

I affirm that this position description is an accurate statement of the expected duties, responsibilities and other necessities of this position.

\_\_\_\_\_  
Executive Director Signature      Date

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Council Chair Signature      Date