

FRESHWATER FISH MARKETING CORPORATION - DETAILED ACTION PLAN
to the recommendations of the **Special Examination Report** of the Spring 2017 Reports of the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement (For Committee Use Only)
55	In consultation with the Minister of Fisheries and Oceans, the Corporation should address its deficiencies in governance practices, including those in the areas of Board profiles and competencies, oversight, and potential or perceived conflicts of interest.	<p>Agreed. Within the parameters of the <i>Freshwater Fish Marketing Act</i>, and in consultation with federal government stakeholders, the Corporation will undertake a review of its corporate governance practices focusing on roles, accountabilities, and oversight responsibilities of Board members. It will develop procedures to address the identified weaknesses and incorporate these procedures into Board practices. The review will be completed by 30 June 2017.</p> <p>On 16 December 2016, the Chairperson submitted a request to the Minister that two Board vacancies be filled and that a director with financial expertise be appointed to fill a vacant position, at which time that individual will assume the role of Chairperson of the Board's Audit and Risk Committee.</p> <p>The Board and management along with federal government stakeholders, will review and revise the Board's conflict of interest code by 30 April 2017 to remedy issues identified in this report.</p>	The Corporation's Board will have clearly defined roles, responsibilities, authorities and accountabilities and be in compliance with the conflict of interest policy.	30 June 2017	<p>As per the response, the Board is reviewing weaknesses in its governance regarding roles, accountabilities and oversight with changes incorporated by 30 June 2017, for the July Board meeting. The Chairperson has requested that the Minister fill vacant positions on the Board as soon as possible.</p> <p>The conflict of interest code has been updated to address the issues identified in the report</p>	David Bevan, Chairperson, FFMC Board of Directors (613) 794-8423	

56	<p>The Corporation should update its risk register and its strategic direction and objectives, in consultation with government officials, to allow it to define, obtain approval of and promptly implement a long-term strategic direction. In doing so, the Corporation should ensure that it has appropriate information for decision-making.</p>	<p>Agreed. The Corporation has not formally reviewed its risk register since late 2014. In September 2016, the Corporation engaged a third party consultant to analyze the financial and operational implication of Manitoba's withdrawal from the <i>Freshwater Fish Marketing Act</i>. In January 2017, as part of the Corporation's 2017-18 corporate planning process, a strategic planning session was held to assess risks facing the Corporation and to seek approaches to mitigate these risks. The Board and management will update the Corporation's integrated risk management strategy, and this update will be incorporated into the Corporation's 2017-18 to 2021-22 corporate plan, to be submitted to the Minister on 3 March 2017.</p>	<p>The Corporation has identified and assessed potential risks that need to be managed to achieve its strategic and operational objectives and implemented responses to address these risks.</p>	26 October 2017	<p>The Corporation's 2017-18 to 2021-22 corporate plan, which has been submitted to DFO, identifies risks with plans to mitigate the most significant risks to the Corporation.</p>	<p>Keith Single, Chairperson, FFMC Audit and Risk Committee (204) 792-6937 Stan Lazar, Interim President,FFMC (204) 983-6485</p>	
57	<p>The Corporation should create clear operational and capital plans that detail how to achieve its strategic objectives for upcoming years, and effectively communicate them throughout the Corporation.</p>	<p>Agreed. Operational plans with corresponding key performance indicators were developed for the 2016-17 fiscal year and are included in the Corporation's 2016-17 to 2020-21 corporate plan. Beginning in September 2016, the Corporation re-established operational reviews on a weekly schedule with senior management focusing on operational metrics. The operational metrics reviewed weekly are: fish deliveries, material yield, labour productivity, accident frequency, absenteeism, sales margins, overtime, and inventory levels. The Corporation will continue to strengthen the weekly</p>	<p>Operational and capital plans are aligned with strategic direction and contain sufficient and appropriate information to guide management actions, and are communicated and measured throughout the Corporation.</p>	26 October 2017	<p>As per the response, KPI's are being reviewed weekly and have been cascaded to all salaried employees as part of their performance management. The Corporation's long-term capital plan has been included in the 2017-18 to 2021-22 corporate plan, submitted to DFO on 19 April 2017. The Corporation is engaging with DFO to understand the future operational viability and long-term capital plan for the Corporation by 26 October 2017.</p>	<p>David Bevan, Chairperson, FFMC Board of Directors (613) 794-8423 Stan Lazar, Interim President,FFMC (204) 983-6485</p>	

		<p>review and will consistently provide relevant operational performance reporting to the Board of Directors on a quarterly basis. This will be completed by 30 April 2017. Additionally, the Corporation re-established key performance indicators and communicated them to all employees as part of the 2016-17 annual performance management system and pay-at-risk process. All employees understand that their performance and remuneration will again be evaluated on these measures. The Corporation will develop long-term operational metrics to achieve its strategic objectives as part of the 2017-18 to 2021-22 corporate plan and work with government stakeholders to see a way forward.</p> <p>The Board and management will work with government stakeholders to understand the future viability of the Corporation and review the Corporation's long-term capital plan that was developed in 2010. Based on that review, a clear, long-term capital plan will be developed by 30 June 2017.</p>					
58	<p>The Corporation should review its policies and procedures to identify where updates are required or where gaps exist. It should ensure that its employees are trained on its policies and procedures, in accordance with their responsibilities. It should assess and</p>	<p>Agreed. The Corporation will review existing policies and procedures and update them where necessary. It will review communication, training, and monitoring of compliance, and improve them where necessary. It will update relevant policies and procedures by 30 June 2017 and</p>	<p>The Corporation will be compliant with key policies as well as with its code of conduct and ethical requirements.</p>	<p>31 December 2017</p>	<p>As per the response, key policies that are being reviewed and communicated are; Workplace Violence & Respectful Workplace, Code of Conduct, Confidentiality, Staffing, Vacation, Sick, Attendance, Hours of Work, Procurement of Goods, Services and Raw Materials.</p>	<p>Stan Lazar, Interim President,FFMC (204) 983-6485 Wendy Matheson,VP Human Resources and</p>	

	monitor compliance with its policies and procedures.	communicate them to all employees and stakeholders by 31 August 2017.				Government Services, FPMC (204) 983-4299	
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