



MATters

An Update from the Management Assistance Team

Fall 2008 Issue 8, Vol. 3



The Three Big R's of Workforce Planning: Retention, Recruitment, and Re-skilling

In the last issue of MATters we introduced employee retention as the first of our three part workforce planning series. This issue focuses on employee recruitment to be followed by re-skilling in the next issue.

Recruitment

In the bestselling book *“Going from Good to Great”* author Jim Collins discusses that all great organizations put a deliberate effort into “Getting the right people on the bus.” In essence, great organizations know that their success requires great people. Likewise, conservation organizations will benefit from clearly formulated strategies to make sure that they get

the right people on their “bus”.

Collins made a revealing conclusion that great organizations first hire exceptional people and then worry about finding the right job for them – “First get the right people on the bus, then get them in the right seats.” This is exactly the opposite of how the vast majority of organizations work in practice. The problem, many might say, is the tight policies on hiring practices that cover most government agencies. The key is to be as creative as possible within the real statutory constraints without putting artificial limitations on your ability to get the right people.

In our work with state fish and wildlife agencies, we have

(Continued on page 4)

NCLI Cohort 3 Fellows Selected



The Management Assistance Team extends their congratulations to the 33 Fellows selected for the 2008-2009 National Conservation Leadership Institute.

2008-2009 Fellows-Cohort 3

Karen Alexy, Kentucky Department of Fish and Wildlife

Laurel Anders, Pennsylvania Fish & Boat Commission

Karen Bataille, Missouri Department of Conservation

Thomas Baumeister, Montana Fish, Wildlife, and Parks

Bob Broscheid, Arizona Game and Fish Department

Sally Claggett, U.S. Forest Service

Frank Fiss, Tennessee Wildlife Resources Agency

Peter Flores, Texas Parks and Wildlife Department

Danielle Flynn, Bureau of Land Management

Mike Fowlks, Utah Division of Wildlife Resources

Ben Fulton, Marine Corps Base Quantico

Becky Gwynn, Virginia Department of Game & Inland Fisheries

Debbie Hart, Alaska Department of Fish and Game

Steven Hilburger, U.S. Geological Survey

Steve Hurst, New York State Dept of Environ Cons.

Aaron Jeffries, Missouri Department of Conservation

Chris Jensen, U.S. Fish and Wildlife Service

Ron Leathers, Pheasants Forever

Julie Lyke, U.S. Fish and Wildlife Service

Marcia Maslonek, Wildlife Habitat Council

Fred Maulson, Great Lakes Indian Fish and Wildlife Commission

Ray Metzler, Alabama Wildlife & Freshwater Fisheries

Jason B. Moeckel, Minnesota Department of Natural Resources

Mike Montoya, Mescalero Apache Tribe

Amy Owsley, Eastern Shore Land Conservancy

Tom Paragi, Alaska Department of Fish and Game

Steve Perry, New Hampshire Fish and Game Department

Linnea Petercheff, Indiana Department of Natural Resources

Scott Reinecker, Idaho Department of Fish and Game

Bill Rudd, Wyoming Game and Fish Department

Tony Schoonen, Boone and Crockett Club

Nick Wiley, Florida Fish and Wildlife Conservation Commission

David A. Zebro, Wisconsin Department of Natural Resources

MAT

Better Conservation Through

Why Not Learn Leadership Like Fortune 500 CEOs?

“It’s too expensive” is the typical answer from those of us in conservation. True, the costs are high for the best leadership training; some examples include:

Executive Development Program
(13 days provided by the University of PA Wharton Business School)..... **\$23,850**

Two Days with Jack Welch (2 days provided by HSM Group) **\$10,000**

Executive Program in Corporate Strategy
(5 days provided by University of Chicago Graduate School of Business) **\$7,250**

But isn't leadership for conservation just as important, or even more important, than for businesses? “Yes” is the resounding answer from the Board for the National Conservation Leadership Institute (NCLI). That’s why the board is dedicated to making world-class leadership training available to conservation organizations. The board gets sponsors to support a half-million dollar program each year that is specifically offered to a maximum of 36 participants (Fellows) selected from the ranks of conservation entities.

Due to the tremendous savings from the Board raising funds, the tuition for cohort 3 of the NCLI was structured as follows:

State fish and wildlife agency and tribal Fellows..... **\$3,750**

Federal conservation agency and NGO Fellows **\$5,750**

Conservation-related business Fellows **\$7,500**

The NCLI program has internationally recognized instructors from Harvard’s Kennedy School of Government, as well as authors and experts from all over the world with established credentials in the field of leadership. The NCLI program also provides more content and instruction time than any of the CEO programs listed in the first paragraph. The annual NCLI program consists of an eleven-day residency training, a five-month project with consulting help, and a three-day capstone event. This world-class program costs the NCLI \$16,000 per Fellow accepted. The tuition fees are kept low by the Board raising money and garnering sponsor support each year to offset costs.

The result is that each participant in the NCLI gets a \$16,000 leadership experience for a fraction of the cost! If you could invest \$3,750 and receive \$16,000 wouldn't you be interested? Even at \$7,500 tuition the benefit is over twice the cost! No longer do those in conservation have to forego leadership training that before could only be afforded by Fortune 500 CEOs!



to Better Managed Fish and Wildlife Agencies

What MATters...

“AH HAs” from the Workforce Planning Workshop

The Management Assistance Team sponsored a workforce planning workshop for nine state teams July 23 and 24, 2008. The workshop was held at the National Conservation Training Center in Shepherdstown, West Virginia. Participating states were: Alaska, Florida, Kentucky, South Carolina, South Dakota, Texas, Wisconsin, Wyoming, and Minnesota. A panel of experts led the workshop and was composed of representatives of four states: Jim Lopp (TX P&W), Bernie Matscavage (PA Fish & Boat), Gloria Diaz (AZ G&F), and Peter Skwira (MN DNR).

Amri Johnson, with Cook Ross Consulting, Inc., was a keynote speaker for the workshop. He presented a variety of ideas regarding diversity. Diversity as explained by Amri is more than differences in race, sex, creed, or color. All of us probably have hidden biases of which we are completely unaware. According to Amri, there is even an unintended bias toward such things as height for CEOs. He presented statistics that show the numbers of CEOs that are over six feet tall are disproportionate in number to the general population.

Some diversity tips shared by states attending the workshop included:

- You can't recruit in traditional ways if you want to foster diversity
- Use websites to advertise positions – use non-traditional websites
- Use career opportunities systems online to recruit applicants
- When recruiting for diverse applicants you have to have all the pieces in place. One state related how they had advertised in Spanish in the yellow pages. However, when their office began getting calls from people who only spoke Spanish, the office staff had no one who could speak Spanish.

State participants shared many ways of addressing strategic workforce problems. For example Bernie Matscavage, from Pennsylvania Fish and Boat Commission, shared the process used by his agency for pooling vacant positions. When positions became vacant they reverted to a “pool” that was controlled by the agency Director. Different division chiefs can compete for these vacant positions based on need. This enables the agency head to more easily redirect agency efforts and emphasis to more effectively respond to changes in constituency needs.

Developing staff to take on new roles is an important task in workforce planning. Many states had traditional training programs they utilized for increasing management and leadership skills. One state shared the innovative fact that their management staff could bring an employee to the management team meetings as a “guest.” This was an innovative way of helping people grow and understand the challenges of management.

The workforce planning workshop was very successful in allowing state teams to learn from each other and improve their workforce planning efforts. The MAT Team wishes to thank the panel members for sharing their knowledge and expertise which helped make this event such a success.

Your Conservation Learning Campus

The Management Assistance Team's Conservation Learning Campus is *your virtual place* for training, continuing professional development, and learning resources for conservation professionals.

Fish and wildlife personnel have unique perspectives, and the online leadership development courses are tailored specifically for conservation professionals. Each course carries a nominal fee that covers technology costs, required textbooks, and copyright protected materials.

Courses currently being offered are *Creative and Critical Thinking*, *Going from Good to Great*, *Power*, *The Adaptive Leader*, *Visionary Leadership*, and *Secrets of Agency Assessment & Development*. These courses run for 4 or 6 weeks, depending on the course.

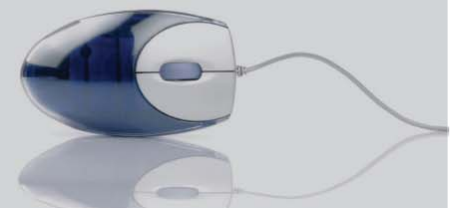
Fall Term Schedule:

- Aug. 4-Sept. 19 – Registration
- October 6 – Student Orientation
- October 13 – Classes Begin

Winter Term Schedule:

- Nov. 3-Dec. 19 – Registration
- Jan. 5, 2009 – Student Orientation
- Jan. 12, 2009 – Classes Begin

Visit www.matteam.org for a schedule of upcoming classes, important dates, registration forms, and other important information.



The Three Big R's of Workforce Planning... *(continued from page 1)*

learned that one of the most talked about problems is recruiting internal candidates who can step-up to leadership positions. Moving up means actually relocating in many cases – uprooting family to take a position at the regional office or headquarters can mean an economic loss for many employees. There are no easy answers, but there are answers. It might just require rethinking recruiting strategies. Ask questions like: What are the telecommuting options? Are there long-term solutions that can better position employees with leadership potential to take higher level jobs?

The Management Assistance Team is finding that many agencies are developing recruiting pipelines by working with the educational community to get new hires prepared for work in a fish and wildlife agency while still in school. Some states have relationships with community colleges and technical schools so that the students get the training they need to take on technical work as soon as they finish school. Other states have emphasized working with graduate students by creating internships and paying their tuition. These students graduate with the combined technical and organizational knowledge to excel as biologists. With either approach the students are exposed to the state fish and wildlife agency throughout their entire educational experience.

As baby-boomers continue to retire and leave holes in the agency it may be helpful to recognize that the vacancies create opportunities. Fish and wildlife agencies are ever-evolving, and you can influence that evolution with the people you hire. The simple fact is that there is no easy way to manage recruitment. It will take effort and in some cases innovation to meet any agency's workforce needs. Here are some ideas that may enhance your agency's employee recruitment efforts.

- Recognize talented people, and try to focus on whether the potential employee is the right person for the agency you want to build more than if the person has the perfect skills for a particular position.
- Take the long view and invest in enhancing the relationships with the universities and colleges that can supply people with the right background for the jobs you will need to fill in the coming 5-10 years.
- Get creative and don't allow artificial constraints to affect your recruitment efforts.

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