

LEADERSHIP DIRECTION DOCUMENT

January, 2007

This document is designed for SLT, Section & Subsection Leaders, RLT members and Project Leaders

This document presents direction for FWC leaders in implementing the Agency Strategic Plan and Agency Business Model. It is divided into 4 sections:

- *Implementation Guidelines (formerly called Priority Issues)*
- *Remaining Steps Necessary to Implement the Agency Business Model*
- *Ken's Expectations, and*
- *The Agency Planning Framework*

Refer to the Glossary of Terms Used in FWC Plans and Planning for definitions of terms used in this document.

❖ Implementation Guidelines (formerly called Priority Issues)
(Items are numbered for ease of reference and do not reflect priority order)

SLT plans to review this list annually for any needed updates, but we expect most items to stay on the list for a number of years.

DOI's are expected to:

- *align on-going projects with this list when you can. use this list to guide development of new projects*
- *and otherwise give emphasis to the list when and where they can.*

This list is not:

- *mandates that dictate everything we do*
- *areas of the ASP we work on to the exclusion of others*

DOI's are expected to cascade the direction provided in this list to their sections and subsections.

When you look up at the ASP and Implementation Guidelines don't necessarily expect to "see" your project(s). Your project(s) should help implement at least one of the Strategies and be done in a manner consistent with the Code of Conduct and the Implementation Guidelines. Ask yourself the questions:

- *Is this project the right thing to be doing?*
- *Is it being done the right way?*

1. Ensure allocated funds are applied to priority issues.

2. **Adopt a landscape approach to protecting & managing Florida's species, habitat & water resources**
3. **Create more efficient law enforcement focused on four core enforcement missions.**
4. **Educate stakeholders and customers about Florida's critical resource issues and what must be done.**
5. **Increase our ability to create positive outcomes with other agencies and decision-makers.**
6. **Provide consistent, high quality customer service**
7. **Integrate the operations & actions of all FWC units, and streamline all processes & designs**
8. **Provide comprehensive employee training and professional development**
9. **Listen to what FWC customers want and be responsive to their needs**
10. **Integrate FWC employees in the internal management and decision-making processes**
11. **Implement employee recruitment that meets our workforce diversity and skill-set needs**
12. **Leverage technology throughout the FWC to improve service, communication and efficiency**
13. **Create easy access to critical data and information for internal and external users**

Special subsection:

14. **Implement Commissioner Area's of Emphasis:**
 - ❖ **Exotics**
 - ❖ **Future of Saltwater Fishing in Florida**
 - ❖ **Future of Freshwater Fishing in Florida**
 - ❖ **Future of Hunting in Florida**
 - ❖ **Financial Business Plan**
 - ❖ **Comprehensive Wildlife Conservation Strategy**

❖ Remaining Steps Necessary to Implement the Business Model

(Items are numbered for ease of reference and do not reflect priority order.)

The following items are needed to fully implement the FWC's Agency Business Model, adopted in 2002. The original list had 19 items. The following 11 remain to be completed. We expect it to take several years to finish this list. SLT will periodically review this list for progress and potential revision.

- 1. Refine and fully execute DOI models.**
 - 2. Align DOI plans with others' DOI plans**
 - 3. Execute the Internal Communications Plan developed in Sept. 2005.**
 - 4. Transfer to mid-level leaders the expectation of improved and effective communication**
 - 5. Implement the Service Centers: F&B, Property, Admin/clerical and Call Centers**
 - 6. Implement Process Improvement efforts in each DOI**
 - 7. Charter an Infrastructure Issue Team to address telephones and other infrastructure**
 - 8. Clarify, better define and implement delegation and staff development**
 - 9. Communicate better with staff about what we're doing, why and how**
 - 10. Develop an FWC Scorecard for measuring progress in accomplishing our Mission and Agency Goal**
 - 11. MyFloridaMarketplace implementation – to be phased in as we bring F&B portion of service centers online**
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KEN'S EXPECTATIONS

The following are Ken's expectations for FWC staff. They are Ken's take on the Agency Strategic Plan.

- ❖ **My personal vision as Executive Director is simple and would be to see FWC no less than the premier fish and wildlife agency in the country.**

FWC should become a progressive and cutting edge resource management, science, and enforcement agency. I want FWC to be visionary to the future and to be proactive rather than reactive to resource issues. I want to see a focused, well-managed, and well-funded agency that is a model of efficiency and business for other agencies in the state and nation.

- ❖ **I would like to see FWC take a strong proactive leadership role in Florida Government.**

We should be involved with agencies and the executive and legislative branch of government and place fish and wildlife resources in its proper level of priority given the economic and quality of life importance to Florida. I want FWC to be part of the government team working with the executive, cabinet, and local agencies in a new partnership with common goals and direction.

- ❖ **I want to see all of FWC working as a team towards its goals.**

I feel most of us are on the team but we don't have that driving team spirit and direction. We will do this by developing our work force to be so adaptive and resilient that change and obstacles are not only taken in stride but taken as opportunities. A team spirit so deep that employees go home at night in a state of mind that actually nourishes rather than depletes. If we can bring all of FWC together, we can accomplish our visions because we do have great staff with great potential.

- ❖ **Science always needs to form the base of our resource deliberations.**

Science should provide the boundaries by which decisions are made when our Commissioners so rightfully consider social and economic considerations.

❖ **I very strongly believe in top quality customer service.**

I see customer service as the key to the future of our agency. This is an expectation that rests on every single employee of FWC regardless of what your job entails or the public service you may provide.

❖ **I am a strong believer in continual improvement at the individual worker level, the program level, and right on up to the agency level.**

When it comes to the way we work and do business, there will never be a point where we cannot improve on what we do. This leads to continual change and adaptation and requires training and buy in. You will learn that the phrase "that is the way we have always done it" is usually an unacceptable statement and concept to me.

❖ **I believe in a process to continually evaluate our priorities and adjust programs accordingly.**

Again, this results in change and continual improvement.

❖ **I like to see innovative and out of the box thinking to solve problems.**

I prefer to have problems brought to my attention that also include possible solutions.

❖ **I expect all staff to embrace their jobs and the mission of the Commission.**

With that said I expect the leadership and supervisory teams to provide the working environment to foster the good will and job satisfaction of our employees.

❖ **I believe in empowering you to do your job and make decisions and with that I hold you accountable for your actions.**

This means that your actions and decisions must be based on our mission and our policies and thus you must understand the implications of actions you take in your job.

- ❖ **I am a strong believer in staff participation in the overall decision making process but also hold the senior leadership responsible for final decisions.**
- ❖ **I have the expectation that everyone is provided the tools to do their job and this is the responsibility of the leadership chain.**
- ❖ **I have an open door policy that allows any staff to seek guidance from me.**

I will always give an honest answer, but it may not necessarily be what you would like as an answer.

- ❖ **I firmly believe that teamwork and team building within the Commission will make us more effective and efficient.**

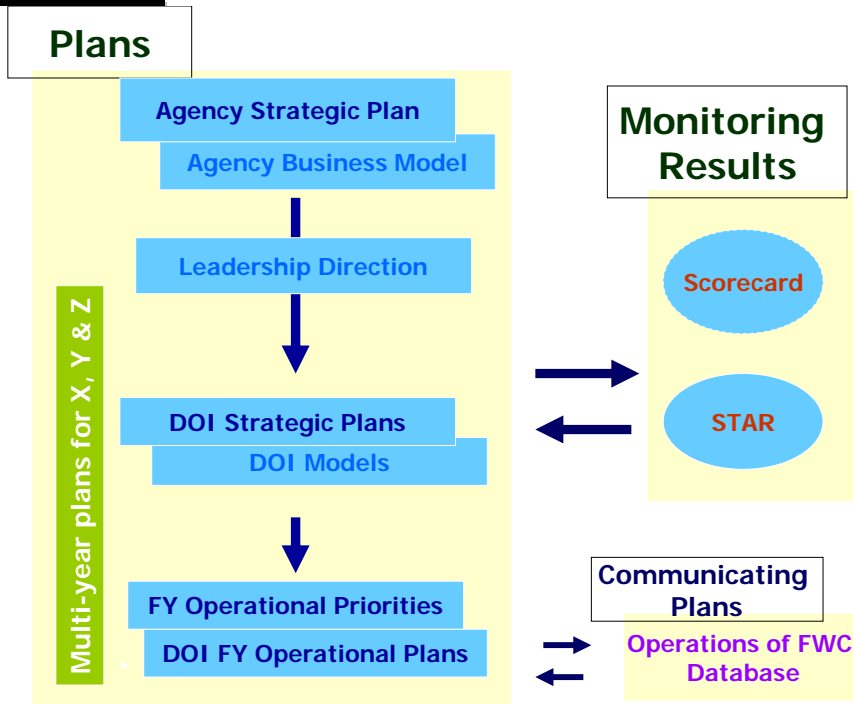
I will expect to see teams built across all levels of FWC to take advantage of our wide ranges of expertise and knowledge.

- ❖ **I expect fairness, compassion, understanding, and honesty by all staff.**

THE AGENCY PLANNING FRAMEWORK

FWC's planning has 3 major parts: Plans, Monitoring Results and Communicating Plans (See Figure 1).

Figure 1



The Plans portion is made up of:

- **The Agency Strategic Plan and agency model** – The Plan presents our culture, behavior and agency-level strategies. The Model states how we will operate.
- **A Leadership document** – this states what we will focus on over the next 2-3 years.
- **Division and Office strategic plans and models**– The plans state the goals, strategies and tactics of each DOI as it seeks to implement the agency strategic plan. The models describe how each DOI will operate.
- **Annual operational plans** – these contain the projects each DOI will conduct during a given fiscal year. These are guided by the DOI strategic plan and the agency strategic plan

- We also have **various plans** for species, lakes and a variety of other things that impact more than one DOI's.

Strategic plans are multi-year and high level. That is, their statements take many years to implement and are not very detailed. Details and specifics are in operational plans. There is no industry standard for strategic plans. FWC's DOI strategic plans have missions, goals, strategies and tactics.

Models are also multi-year and high level. They state how a DOI will run their operations and interact with other DOI's.

(For definitions of these terms see the FWC Glossary at <http://fwcnet.state.fl.us/planning/>).

The Monitoring Results portion is made up of:

- **STAR** – STAR is a reporting system whereby accomplishments and problems of key operational efforts are communicated to leadership.
- **Scorecard** – under development, Scorecard is a system for reporting and monitoring the outcomes of the agency and DOI's. Agency and DOI objectives will be contained in the Scorecard.

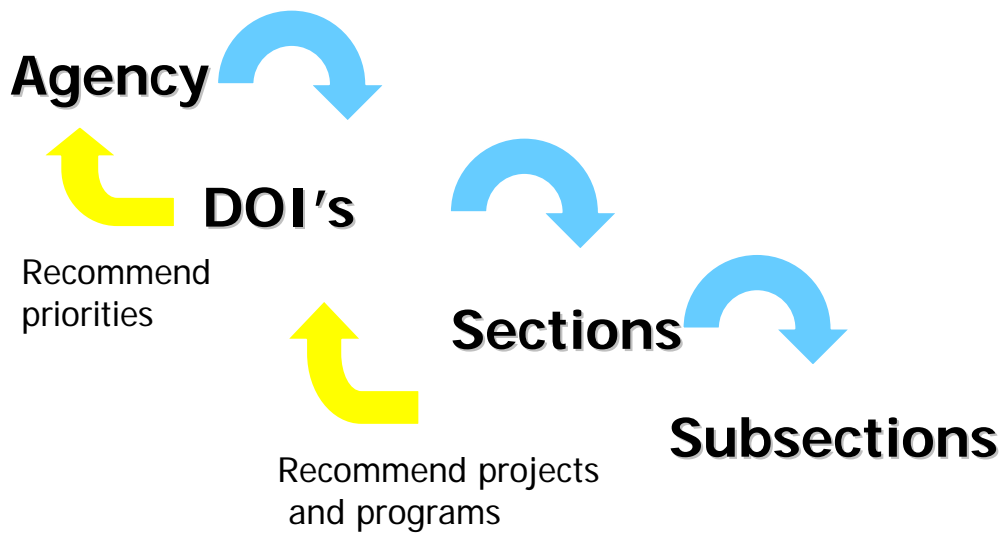
The Communicating Plans portion is made up of:

- **Operations of FWC Database** – this database, begun in 2006, is a snapshot of FWC projects at any one time. It has basic information on all agency projects and shows what we do and where the money goes. We publish the annual "Programs of FWC" from this database. It's available online to FWC staff and the public.

How do we use our plans to decide what to do?

We cascade decisions from one level of the agency to the next starting at the top. At each level choices are made and priorities set that further define how we will allocate our resources in a given fiscal year. There are feedback loops that help each level stay in tune with all other levels. (See Figure 2.)

Figure 2



How do we make choices and set priorities at the operational level?

Within DOI's, staff take direction from the plans above it and incorporate all this into their decisions about what needs to be done in a given fiscal year. You have to decide what is Core to your operations and eliminate projects that are not core and fall below the line of available resources. You also have to align your work with others that are impacted by it or from whom you need assistance. This is the Alignment Process we do each May-June, when we discuss with other DOI's our respective priority projects for the next fiscal Year. (See Figure 3.)

Figure 3

