"GREEN SHEET"

Meeting dates:	May 8-9, 2009, Commission Meeting
Agenda item #10:	**DIRECTOR SEARCH PROCESS AND JOB DESCRIPTION DEVELOPMENT – Discussion and Public Testimony**
Staff Contact:	Susan Yeager, Commission Executive Assistant
Presenter(s):	Commission Chair to lead the discussion

Background:

Pursuant to RCW 77.04.055 (7), the Fish and Wildlife Commission is responsible for appointing the Director of the Department of Fish and Wildlife, and the Director serves at the pleasure of the Commission. During its December 12-13, 2008, meeting, the Commission appointed Phil Anderson to serve as interim director through at least June 30, 2009. In light of especially challenging state budget shortfalls, the search for a new director was delayed until after completion of the 2009 Legislative Session.

The Fish and Wildlife Commission conducted its last search for a new Department Director in 1998, and the process spanned nearly six months (began with job scoping in July 1998 and ended with the final offer letter in December 1998). In preparation for the upcoming candidate search process, information was compiled -- including documents used for the 1998 Commission search and current sources of assistance available to state agencies for conducting an executive candidate search -- and provided to Commissioners in March.

In April, Chair Wecker asked Commission members to prepare their ideas for updating the 1998 job announcement/position description for discussion during the May 1, 2009, meeting via conference call. A decision is planned for the May 8-9, 2009, meeting in Olympia to allow an opportunity for in-person public testimony related to the document prior to its final approval by the Commission.

Public involvement process:

The Commission greatly values involvement by the citizens of this state and welcomes public input on the recruitment of a new Department Director. The Commission delayed making a final decision on the job announcement and description until the Saturday portion of the May 8-9, 2009, Commission meeting in order to allow for public testimony during Open Public Input at the May 8-9 meeting. Written comments received by May 6, 2009, are included in the Commission's handout packet for this meeting.

Action requested:

Approval of a 2009 Director job announcement and position description to be used for the executive candidate search process.

Draft motion language:

"I move to approve the 2009 Department Director job announcement and position description as presented."

Justification for Commission action:

RCW 77.04.055✡ (7) The commission shall select its own staff and shall appoint the director of the department. The director and commission staff shall serve at the pleasure of the Commission.

✡ *RCW citation retrieved 04/27/09 from the Internet at* http://apps.leg.wa.gov/RCW/default.aspx?cite=77.04.055

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WASHINGTON STATE DEPARTMENT OF FISH AND WILDLIFE

2009 Job Announcement for the Position of

DEPARTMENT DIRECTOR

The Washington State Fish and Wildlife Commission is seeking prospective candidates to apply to serve as Director of the Department of Fish and Wildlife. The Director reports to the Fish and Wildlife Commission and manages a Department with more than *1500* employees, a biennial budget of *$310-348* million and responsibility for more than 800,000 acres of wildlife habitat. The position offers unique opportunities and challenges and requires a dynamic leader with demonstrated executive-level experience. The Office of the Director is located in the Natural Resources Building in Olympia, Washington. The position is exempt from state civil service law.

*[**04/27/09** – The Department currently has about 1,552 FTEs and the operating budget is about $348 million this biennium and will be $22.5 million less than that next biennium.]*

ROLE AND RESPONSIBILITIES

The Washington Department of Fish and Wildlife (WDFW) serves Washington's citizens by protecting, restoring and enhancing fish and wildlife and their habitats, while providing sustainable and wildlife-related recreational and commercial opportunities.

The Director's duties include: 1) lead and manage a complex Department; 2) assist the Commission in developing and reaching agreement on policy directions; 3) coordinate with the Governor's Office, State Legislature, other state agencies and Congressional delegation; and 4) represent the Department and state in discussions, negotiations and partnerships with federal, tribal, regional and international organizations.

The Director will ensure that the Department's programs and services safeguard the long-term health of the fish and wildlife under the Department's stewardship. The Director will provide leadership in building more effective relationships with the citizens of Washington State and the broad array of constituents who have a stake in the Department's work. The Director will take responsibility for ensuring that the organization's culture is geared to achieving its strategic priorities.

Candidates are encouraged to carefully research the recent history of the Department and to be fully prepared to speak to the approach they propose to adopt in addressing the priorities outlined below.

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OPPORTUNITIES AND CHALLENGES

In 2007, the Commission adopted a set of goals, objectives and measurements with which to evaluate the performance of the Director. These goals and objectives provide a list of priority issues currently facing the Department. Washington State presents one of the most challenging contexts for resource management of all the western states. With a relatively large human population and a comparatively small public land base, our state will find it increasingly difficult to support the rich diversity of fish and wildlife species we desire.

Fisheries

One of the Department's most costly and difficult challenges is to reverse the decline in salmon and steelhead populations. Recovery will demand a comprehensive and long-term approach that unites our stakeholders and the general public in this important cause. Recovery will require progress on numerous fronts. The Department must assure that hatcheries are operated properly. Harvest must be limited to sustainable levels. The Department must assure compliance with habitat protection rules. While long-term strategies have been formulated, funding to implement these changes remains in question. In recent times, the Department has been unable to maintain healthy working relationships with important user groups. As a consequence, stakeholder conflicts have become more intense and problematic. Fish populations other than salmon have also been depleted. In a number of cases, the weak stocks have constrained the harvest of highly-valued and healthy populations of fish. The Director will be asked to develop effective new approaches to conserving and recovering fisheries resources, while resolving long-standing and increasing conflicts among competing stakeholders.

Wildlife

Washington State has a rich diversity of wildlife species. Some are abundant while others are listed as threatened or endangered under state and federal law. The Director will lead the agency as it confronts a range of key wildlife management challenges. Many of the state's elk and deer herds have not met population abundance and structure objectives. Urbanization has spread with many rural areas now experiencing dramatic change. A troubling rise in the number of incidents involving dangerous or problem wildlife has taken place. The Department will not be able to provide all the habitat that is needed to support healthy populations of wildlife, despite the continued acquisition of additional lands. These lands cannot be adequately managed without increased funding for maintenance and operation. Static levels of funding have compromised the ability of the agency to fulfill all its stewardship responsibilities. Public use of agency lands has intensified as the Department has sought to expand recreational opportunities. User group conflicts have resulted. The Director will confront these difficult challenges.

Enforcement and Regulatory Programs

In the past decade as Washington's population has grown, the number and complexity of rules and regulations have expanded. According to a recent outside evaluation, the Department has an insufficient number of commissioned officers and support staff to cover the agency's enforcement workload. Our Officers protect public safety as well as conserve the natural resources. They respond to an increasing number of calls from people involving dangerous wildlife such as cougar and bear. They help landowners deal with problem wildlife. They inspect fish and shellfish deliveries. They verify compliance with endangered species and habitat protection rules. The Enforcement and Regulatory Programs often give rise to politically charged

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compliance actions. The Director will lead the agency's efforts to demand a high level of compliance with these rules.

Intergovernmental Resource Management
The Director will be responsible for establishing and maintaining productive working relationships with the State's Indian Tribes, and with state and federal agencies with overlapping jurisdictions. Court-imposed decisions have produced a shared responsibility for the protection, preservation and perpetuation of fish and wildlife. The Director will lead the Agency's effort to effectively represent the interests of conservation of the state's fish and wildlife, our hunters and fishers and the general public in negotiations with the Tribal co-managers and with other state and federal agencies.

The Organization
The Commission supervises the Director and sets agency policies. The Department's organizational structure is a complex mix of centralized functions and decentralized operations. The Department's six regions play an essential role in seeing that the policies are sufficiently sensitive to local conditions and preferences. Regional staff assure that services are available to citizens around the state. Senior managers in Olympia make sure that policies throughout the regions reflect the state's interest in fish and wildlife resources. The Director will be asked to strike the optimal balance between developing one organizational vision and culture and allowing sufficient flexibility to adjust to the circumstances present in different areas of our state. The Director will also be invited to help revitalize the relationship between the Commission and the Director.

The Budget and Agency Accounting
In the past six months, Washington has experienced a dramatic drop in revenues. As a consequence, the Department has been directed to reduce its biennial (2-year) budget by roughly $30 million. These cost savings will demand a reduction in force of roughly 190 FTEs. Budget cuts of this magnitude cannot be achieved without a fundamental transformation of the agency.

The Director will lead the agency through this transformative period. The nature and number of pivotal choices facing the agency makes this a watershed time. Executive leadership skills of the highest order are essential. In the recent past, executive level decisions were often made through an inclusive "Executive Management Team (EMT)" consensus-based approach. The EMT approach may not be the most effective method for making decisions under such challenging circumstances. Difficult times such as these call for clear vision, true leadership, and firm decisions.

What emerges from this time of change should be an agency that is more focused and more disciplined. It must be ready to carry out its essential core functions with great competence. At the end of this transformation, the agency will be judged on its performance in meeting the expectations for cost cutting and in its readiness to face the future. The process of re-establishing its credibility and reputation for excellence will begin anew. The fiscal discipline adopted to get through during this transformative period should be retained as core functions are strengthened.

The agency's business practices were called into question in recent years by the Legislature. A rigorous outside review of the agency's bookkeeping and other business practices-- the Berk

Report-- acknowledged that reforms were necessary. Progress has been made in implementing the called for reforms. The Director will be held accountable for continued progress in improving the agency's financial operations.

ESSENTIAL QUALITIES AND CHARACTERISTICS

The Director should possess the following qualities and characteristics. Without these essential qualifications, prospective applicants cannot be considered.

1. Conservation Ethic

The Department serves as the trustee of the state's fish and wildlife resources. The Director must be motivated by a strong conservation ethic: a determination to place the highest priority on the long-term interests of the resources and their habitat. The interests of the public and specific user-groups are important, but they cannot supersede the welfare of the fish and wildlife populations we are charged with managing. The Director should have a proven record of making the decisions that have led to the recovery of ESA listed or otherwise depleted resources.

2. Capacity for Strategic and Visionary Leadership

The Director should bring to this job an established reputation for strategic and visionary leadership. As Director, the individual will command the agency through a period of fundamental reform. He/she will be called upon to assess and decide how to achieve substantial cost savings, while preserving critical agency functions and increasing agency efficiency. The Director will reshape and revitalize the agency and lay the foundation for a stronger and more respected agency during the recovery to come. He/she will direct the strategic elimination of lower priority activities and the consolidation of effort and energy in higher priority programs.

3. A leadership style that inspires excellence, commands respect, and demands accountability

The Director will preside over a period in which the Department staff will be asked to increase their productivity and accommodate new responsibilities. The loss of many employee positions inevitably affects the morale of remaining staff. It is the role of the Director to keep the workforce motivated to pursue excellence. The Director should inspire staff to continually expand their skill sets to meet the evolving needs their positions. The Director should set high standards for performance and foster a climate in which all employees strive to meet those standards. Those who achieve should be provided regular reinforcement for their excellence by their supervisors. He/she should be expert in management techniques that effectively hold employees accountable for inferior performance and that create sufficient motivations for improvements. Those who are deficient should be provided the needed counseling to work toward improvement or reassignment.

4. Problem solving skills to resolve longstanding problems.

The Director should be an individual who believes that longstanding problems can be solved,

rather than that they should be accepted an inevitable and irresolvable. The Director will be energetic and creative in looking for innovative means to address priority issues and conflicts among constituent groups. He/she will actively seek out new ideas and methods that may be brought to bear to advance the agency's mission. The Director we seek is a person who refuses to accept that the only solution is compromise that perpetuates old conflicts.

5. Fairness and an Ability to Work with all Stakeholders

The Director should have a personal manner that works well with constituents from all backgrounds. It should be evident that the Director approaches his/her authorities and responsibilities with humility and open-mindedness. The Director should display an attitude that inspires others to join in collaborative processes, because they are confident of being treated fairly. He/she should capable of maintaining a professional demeanor at all times and not be prone to displays of emotion.

6. Scientific Rigor

The Director should have a distinguished record and background of working closely with the scientific researchers to build a credible basis of objective information upon which to base resource management decisions. He/she should have an extensive understanding of scientific analyses and quantitative methods used to study fish population and wildlife population dynamics as well as the health and productivity of habitats. The Director should have an established credibility with the academic research community that will allow for the development of collaborative relationships between the Department and the state's institutions of higher education.

7. Work Ethic

The Director should be energetic and committed to serving as a role model for staff. The Director will be personally accountable for the accomplishments and shortcomings of the agency. He/she will be directly engaged in a "hands on and full attention" effort to solve the priority issues facing the agency. He/she will be expected to lead the operations of the agency, not merely act as a figurehead for the agency. While speaking engagements are often important, they should not take precedence over the hard work of the agency. The Director must assume responsibility for all aspects of agency leadership, including those providing little enjoyment. The Director's work ethic should demonstrate that the agency's mission comes first.

8. Ability to Work Collaboratively with the Commission

The Director should be prepared to enter into a collaborative working relationship with the Commission. The Commission was created by vote of the people in order to assure that the agency would remain responsive to the views of citizens. The Commission sets policy for the state. The Director implements the policies set by the Commission. In a number of arenas, the Commission has permanently delegated its authority to the Director. The Commission also evaluates the performance of the Director. The Director should have a successful track record for working with Boards of Directors or Commissions. He/she should be experienced in assisting the

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Commission to carry out its functions. In particular, candidates for this position should have a proven history of assuring that clear, accurate, and complete information was provided to the decisionmakers that they served.

DESIRED EXPERIENCE AND ACHIEVEMENTS

- Managed a diverse fishery and recovered ESA-listed stocks through an integrated strategy responding to multiple factors degrading those resources
- Managed and recovered wildlife populations through integration of habitat, prey species and predator species management actions
- Experience in expanding and sustaining opportunities for traditional and new use of public lands
- Expertise in agency budget development processes
- Expertise in administrative procedures for financial accountability to assure effective utilization of appropriated funds.
- Experience in the State and Federal legislative processes
- Experience in managing senior level staff
- Expertise in managing those who manager employees.
- Educational credentials in physical or biological sciences; public or business administration; or other related areas. Advanced degree would be preferred.

COMPENSATION

Compensation for this position is up to $150,000.00 annually, depending on qualifications. The State of Washington also offers a complete benefits package including sick, vacation and military leave; medical, dental and life insurance coverage; and a deferred compensation plan.

APPLICATION PROCESS

Those interested in this position may apply by submitting a current resume, a list of five references, a letter of interest that specifically addresses the qualifications listed in this announcement and, if willing, the optional affirmative action information form attached. Submit these materials to:

DIRECTOR SEARCH

ALL MATERIALS MUST BE RECEIVED BY 4:00 P.M., FRIDAY, MAY 29, 2009.

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The privacy of applicants will be respected and preserved until the last phase of the hiring process. For example, references will be checked after the interview stage and with the knowledge of the finalists.

Questions about the application process and this announcement may be directed to _____.

HIRING SCHEDULE

The deadline for applying is May 2009. Interviews will be conducted between June 15 and July 1. It is the intention of the Commission to offer the job in July.

The Department of Fish and Wildlife provides equal employment opportunities and is committed to a diverse workforce.

THE STATE OF WASHINGTON IS AN EQUAL OPPORTUNITY EMPLOYER. INDIVIDUALS WITH A DISABILITY WHO NEED THIS ANNOUNCEMENT IN AN ALTERNATIVE FORMAT MAY CALL THE DEPARTMENT OF FISH AND WILDLIFE'S TELECOMMUNICATIONS DEVICE FOR THE DEAF AT (360) 902-2207.

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