WASHINGTON DEPARTMENT OF FISH AND WILDLIFE

Fish and Wildlife Commission
and
Director Philip Anderson

Performance Agreement

D R A F T

Updated Nov.9, 2010

The Fish and Wildlife Commission (Commission) and Director Philip M. Anderson (Director), agree to work together and respect their unique roles and responsibilities. The Governance Themes and Executive Performance elements (Attachment A) will be the primary tools used to evaluate the Director's performance. The Priority Projects (Attachment B) contained herein are additional indicators of the Director's performance that reflect the Commission's general expectations. The Commission and the Director agree to review and update the Priority Projects list as the need arises in response to budget reductions or significant changes in management direction. This document is also intended to support a strong relationship between the Commission and the Director and to highlight the Department's accomplishments.

Part I: Roles and Responsibilities

It is recognized that together the Commission and the Director comprise the Department of Fish and Wildlife. The Commission is responsible for the policy governance of the Department within the parameters established by the State Legislature and serves as the public trustee of the state's fish and wildlife resources.

The Director is supervised by the Commission and is responsible for hiring agency staff and managing the Department in a manner that is consistent with statutory requirements established by the State Legislature, state and federal law, and with the policies adopted by the Fish and Wildlife Commission.

The Commission will act as a body, speaking with a unified voice and acknowledges that the strength of the body is derived from the diversity of viewpoints brought together through its' decision-making process. The Chair of the Commission is responsible for ensuring that the Commission accomplishes its responsibilities.

Commission committees will be used primarily to gather, discuss, and analyze information relative to policy issues that are anticipated to come before the full commission. Committees serve as a forum that allows for more informal discussions with staff provided it is coordinated through the Director's Office. Information and data requests made by a committee that will require a significant staff workload will be presented as part of the committee's report to the full commission and considered through the Commission's "Blue Sheet" process. Committees do not have the authority to make decisions on behalf of the Commission, unless the Commission acts to so delegate its authority.

The Commission and the Director agree to be mutually supportive, maintain a positive working relationship and conduct their relationship based on mutual respect while acting in a manner that is consistent with the following principles:

- The Commission and Director will work together as a team in fulfilling the Department's responsibilities of preserving and protecting the state's fish and wildlife resources and providing fish and wildlife related activities for the citizens of Washington.

- The Commission and the Director commit to maintain a strong working relationship founded in open and candid communication.

- The Commission will focus its attention on policy matters and setting clear performance outcomes for the Director, leaving the Director sufficient flexibility to be agile and utilize his creativity in adapting to changing circumstances.

- Individual Commissioners will communicate their concerns relative to policy matters with the Director's Office. Direct communication by commissioners with staff members regarding substantive issues will be coordinated with the Director's Office.

Part II: Communication Actions and Strategies

- The Director's Office will provide a report at each regular commission meeting that includes updates on current events and emerging issues, and budget and administrative matters.

- The Director's Office will provide the Commission with periodic progress reports on the items contained in the Priority Projects listed in Attachment B.

- The Director and the Chair of the Commission will communicate regularly to ensure that the Commission and the Director's Office actions and activities are supportive of each other and aligned with Commission policy direction and the success of the Department.

Part III: Performance Evaluation Process

- The Commission will conduct an evaluation of the Director's performance of his responsibilities during an executive session of the full Commission.
- The Director's evaluation will be based on the Governance Themes and Executive Performance measures contained in Attachment A and the priority projects contained in Attachment B.

Signatures:

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Miranda Wecker, Chair Date

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Philip M. Anderson, Director Date

Governance Themes

The Commission developed the following "Governance Themes" to direct the attention of the Director to the topics of the highest-priority in the coming year. The Director will be expected to lead the Department in a manner that assures measurable progress in achieving these ends for governance. An addendum to the Performance Agreement sets forth the activities that are viewed by the Commission as key indicators of success.

Conservation of species and stewardship of lands is the agency's highest priority.
The preeminent obligation of Department is to fulfill the conservation mandate to preserve, protect and perpetuate fish and wildlife species. To fulfill that mandate, listed species must be recovered, common species must be kept common, and WDFW lands must be properly managed.

Integrated wildlife management
The most effective approach to wildlife species management takes into account the full range of dominant factors affecting ecosystem services including predator-prey dynamics, habitat conditions, and socio-economic and political values.

Strengthen scientific basis for decision making
Credible and objective research is needed to support reasoned and defensible decision-making. It is not acceptable to base priority management decisions on outdated, unverifiable information or personal opinion. The agency's ability to carry out scientific research has been compromised by years of budget cuts, making it more important to seek partnerships with research institutions.

Enhance recreational opportunities consistent with conservation mandate
Enhancement of recreational opportunities is among the highest priorities for the agency—second only to conservation. A dedicated effort should be made to explore options for enhancing recreational opportunities.

Prioritize agency activities
Hunting and fishing are traditional activities that through license and permit sales sustain the agency and its programs. Over the past several years, these revenues have become a greater share of the fiscal basis of our agency. The economic value of fish and wildlife should be maximized while respecting the constraints of the conservation mandate. Services should be provided to hunters and fishers commensurate with the revenues received from these constituents.

Strengthen Enforcement/Compliance
Enforcement is a critical core function of the agency. As additional budget cuts become necessary, it is vital to maintain a sufficient program to carry out this vital activity. Strategies and communication tools should be developed to enhance voluntary compliance.

Emphasize collaboration with landowners
Private landowners are essential collaborators in successful accomplishment of the agency's mission. Existing programs should be enhanced and new means should be sought to enlist private landowners in achieving our mission.

Strengthen and modernize communications
Agency communications are a "mission-critical" function that must keep pace with contemporary times. Clear and effective communications should be assured through the setting of high performance standards for all agency programs.

Build relationships with non-traditional agency constituents
Recreationists who do not hunt or fish, but appreciate wildlife, are important constituents for the agency. Surveys have shown that these "non-traditional" stakeholders represent a significant portion of the public in Washington State. Ways to establish new relationships with these constituents and enlist their support should be found.

Improve business services, increase efficiencies, and effectiveness
A high standard of professionalism should be demonstrated by all agency staff. Accountability should be demanded at all levels. Staff must be supervised sufficiently, rewarded for superior performance and corrected for poor performance. As WDFW is an ageing agency it is imperative that junior staff members are provided with the necessary training to allow for a smooth transition to upper level positions.

Executive Performance

Overall conduct
The Director must assure that no organizational practices, activities, decisions, or circumstances are allowed that are unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices.

Conservation ethic
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 must establish a record of making decisions that will lead to the recovery of depleted resources.

Capacity for strategic and visionary leadership
The Director must demonstrate strategic and visionary leadership. The Director is expected to assess and decide the best way to achieve substantial cost savings, while preserving critical functions and increasing agency efficiency. He must lay the foundation for a stronger and more effective and respected agency, by directing the strategic elimination of lower priority activities and the consolidation of effort and energy in higher priority programs.

A leadership style that inspires excellence, commands respect, and demands accountability
The Director must keep the workforce motivated to pursue excellence. The Director is expected to set high standards for performance and foster a climate in which all employees strive to meet those standards. He is also expected to see that supervisors provide regular positive reinforcement to recognize excellence. He must demonstrate expertise in management techniques that effectively hold employees accountable.

Problem solving skills to resolve longstanding problems
The Director should make progress in resolving longstanding problems. The Director is expected to be energetic and creative in looking for innovative means to address priority issues and conflicts among constituent groups. He must actively seek out new ideas and methods that may be brought to bear to advance the agency's mission.

Fairness and an ability to work with all stakeholders
The Director is expected to have a personal manner that works well with constituents from all backgrounds. He must approach his authorities and responsibilities with humility and open-mindedness. He is expected to display an attitude that inspires others to join in collaborative processes, because they are confident of being treated fairly. He is expected to maintain a professional demeanor.

Scientific rigor
The Director must work closely with the scientific community in building a defensible scientific basis for resource management. He is expected to have a working understanding of scientific analyses and quantitative methods used to study fish and wildlife population dynamics as well as the health and productivity of habitats.

Work ethic
The Director must act as a role model for staff. The Director is expected to be personally accountable for the accomplishments and shortcomings of the agency. The Director is expected to assume direct responsibility for all aspects of agency leadership.

Ability to work collaboratively with the Commission
The Director must maintain a collaborative working relationship with the Commission. The Director is expected to provide sufficient support to the Commission so the Commission can successfully fulfill its role in providing policy leadership for the Department.