

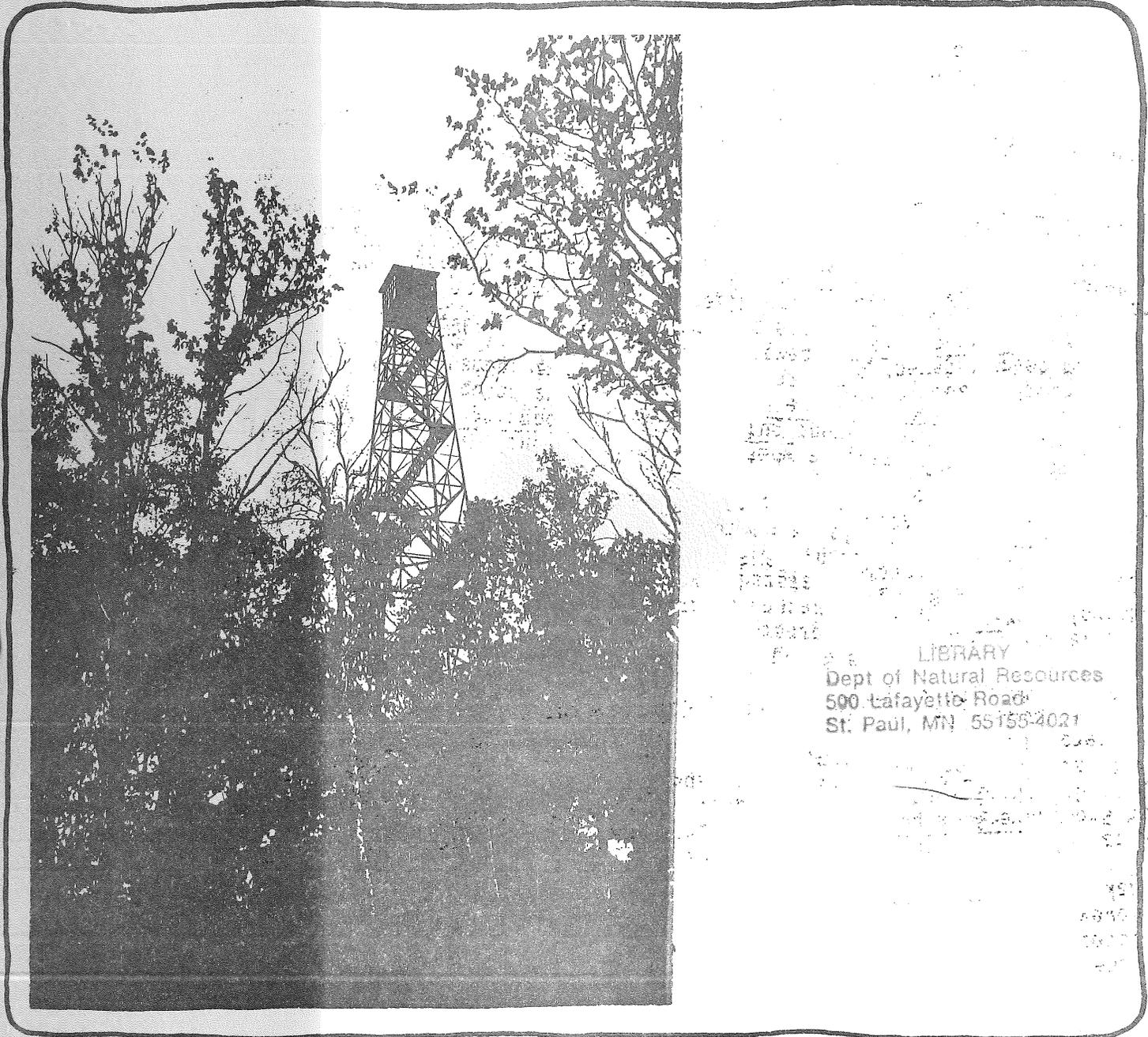
THORNE

MN DEPT OF NATURAL RESOURCES
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Minnesota. Dept - St. Paul staff reorganization stud



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ST. PAUL STAFF REORGANIZATION STUDY



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MINNESOTA DEPARTMENT OF NATURAL RESOURCES DIVISION OF FORESTRY October , 1983

St. Paul Staff
Reorganization Study

October, 1983

Department of
Natural Resources
Division of Forestry

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I. INTRODUCTION

Background

As a result of the closing of the Metro Forestry Region (June 30, 1983) and the subsequent moving of personnel into the central office, the Director of the Division of Forestry determined it timely to commission his staff (management team) to undertake an evaluation of its organizational structure and its methods of accomplishing work.

Since its inception in the early 1900's as a fire fighting organization, Forestry has always placed a strong emphasis on its organizational structure as a framework for efficient operations. As program emphasis and priorities have changed over time, the Division has seen the need to adjust its framework and methods of operation accordingly. This has been healthy for the Division and has been considered normal administrative procedure.

Objectives

The objectives for the study were outlined in a letter from the Director dated July 8, 1983. They are:

1. Examine the organizational structure of Forestry's central staff, and
2. Examine its methods of accomplishing work.

Aside from a few suggestions, the charge for the evaluation was open ended. It was up to the Director's management team to decide exactly what was to be examined, who would participate in the study, and how the decision making process would function. This, in fact, was a secondary objective of the staff review--to utilize the Director's management team in a major participative management exercise.

The deadline for recommendations was October 30, 1983.

Process

At the initial meeting on July 18, 1983 several administrative details were discussed and agreed to.

1. Team Members:

- a. The Director's Management Team (Director, Section Supervisors, Region Supervisors) would be the primary participants in this process.
- b. Input was welcomed and encouraged from all employees. However, due to the size of our organization, the "chain of command" flow of communications was recommended whenever possible.
- c. Ad Hoc groups could be formed to study specific issues.
- d. Individuals from outside our organization could be called upon for short periods of time for specific advice or reactions to recommendations.

2. Ground Rules

- a. Process to be completed by October 30, 1983.
- b. The Director was to be considered a member of the Team.
- c. The Director would retain final authority for implementing any changes.
- d. Notes from preliminary meetings would be circulated to Director's Management Team.

3. Meeting Format(s)

- a. In conjunction with Monday staff meetings.
- b. One-to-one for individuals unable to attend staff meetings or where individual input was necessary. (Documentation for this type of input was included in the next regular meeting's notes.)
- c. Ad Hoc committee assignments.

4. Procedure

- a. Identifying and defining the problem.
- b. Generating alternative solutions.
- c. Evaluating alternative solutions.
- d. Decision making
- e. Implementing
- f. Follow-up, evaluating, fine tuning.

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
DIVISION OF FORESTRY

August 30, 1983

Circular Letter to: All Stations
Subject: General Mission Statement

It is the mission of the Division of Forestry to protect and manage the natural resources of the state's forest lands¹ so they are utilized in the combination of uses that will best meet the needs of Minnesota citizens.

The Forest Resource Management Act of 1982 directs the Commissioner of Natural Resources to protect and "manage the forest resources of state forest land under his authority according to the principles of multiple use and sustained yield." These principles shall also be promoted on other ownerships through technical assistance programs.

"Multiple use means the principle of forest management by which forest resources are utilized in the combinations that will best meet the needs of the people of the state; including the harmonious and coordinated management of the forest resources, each with other, without impairment of the productivity of the land and with consideration of the relative values of the resources, and not necessarily the combination of uses resulting in the greatest economic return or unit output.

"Sustained yield" means the principle of forest management for the achievement and maintenance in perpetuity of a high-level annual or regular periodic output of forest resources without impairment of the productivity of the land; allowing for periods of intensification of management to enhance the current or anticipated output of one or more of the resources.²

The goals and objectives for management of state lands and the Division's technical assistance programs for other ownerships are identified in the Minnesota Forest Resources Plan. Harmonious and coordinated management and

protection of resources and programs will provide an optimal mix of products and other public benefits.

Renewable forest resources requiring management and protection include timber and other forest crops, recreation, fish and wildlife habitat, wilderness, rare and distinctive flora and fauna, air, water, soil, and educational, aesthetic, and historical values. The uses of these resources include timber production, various recreational uses, watershed protection, wildlife production, and other uses for which the land is best suited. A sustained yield of the various products and renewable resources of state forests to benefit the greatest possible number of citizens is a primary objective.

Although individual forest lands vary in character, in total they represent a vast reservoir of natural resources for the use of future generations.

Raymond B. Hitchcock
Director

RBH:TJP:la

¹Minnesota Statutes, Division of Lands and Forestry, Forest-Land Chapter 88, Definitions 88.01, Subdivision 7.

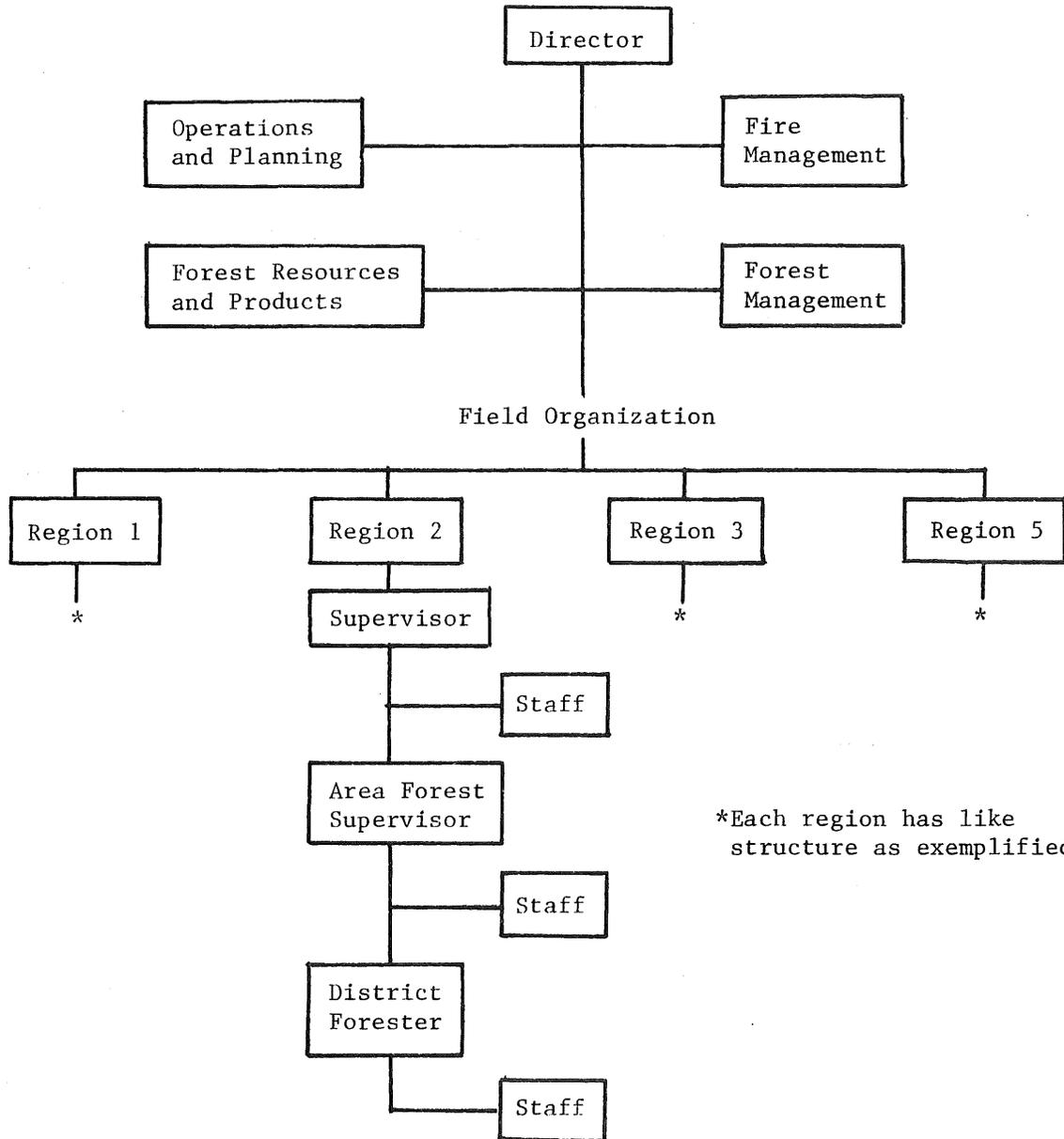
²Minnesota Laws 1982, Chapter 511, Forest Resource Management Act of 1982.

III. EXISTING ORGANIZATION

The present Division of Forestry organizational structure consists of four functional staff groups in St. Paul and field personnel in each region, all reporting to the Division Director. The field administrative units, from smallest to largest, are districts, areas, and regions. The division's organizational structure is illustrated in the attached organizational chart.

The following text describes the four functional sections of the St. Paul staff and the programs administered by each section.

Minnesota Department of Natural Resources
 Division of Forestry Organization



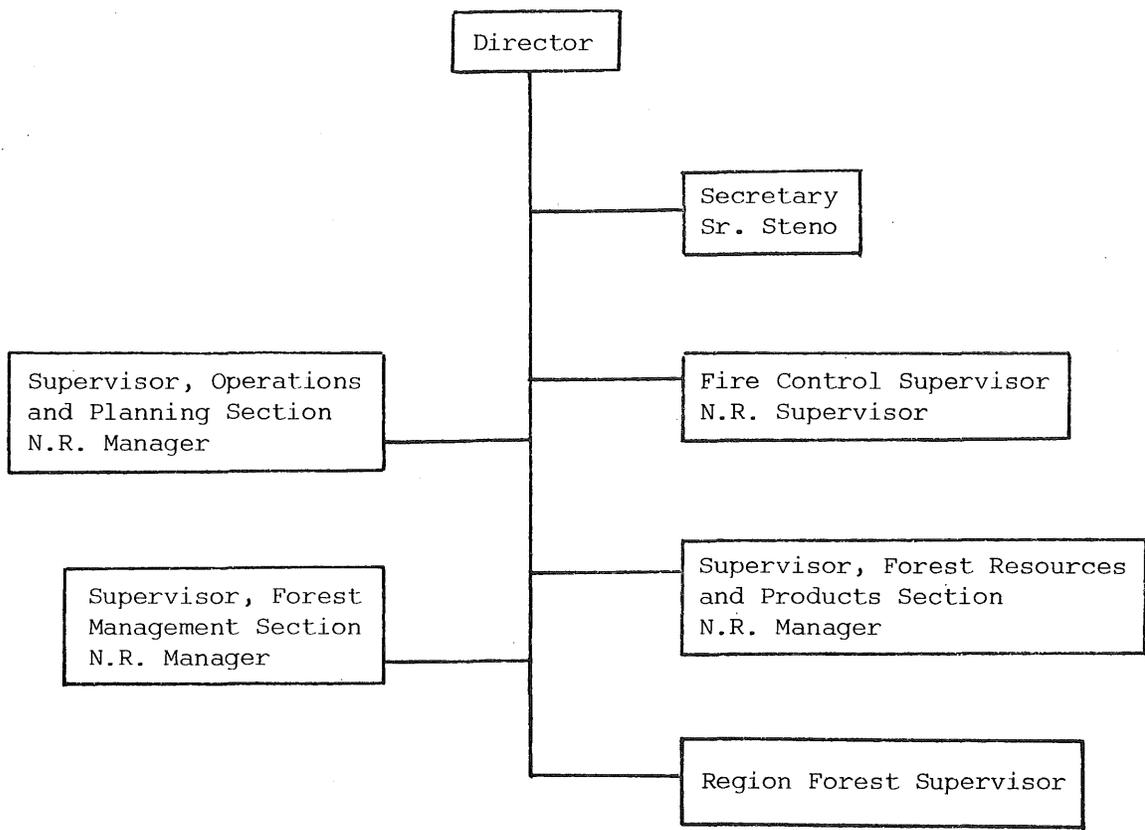
*Each region has like structure as exemplified.

After: Banzhaf and Company, 1980.

1. Director's Office. The Director's Office serves several functions. His primary responsibility is his function as a member of the Commissioner of Natural Resources' staff as the administrative head of the Division of Forestry. As the Division Director he is the primary decision maker within the Division and supervisor for section managers and regional foresters. In addition he has responsibilities which are somewhat more abstract. The Director serves as an advocate for forestry in Minnesota. He provides forestry leadership for the Division, the state, and for forestry on a national basis. His leadership responsibilities include political, ceremonial, and legislative functions.

- Leadership
 - Division
 - State
 - National
- Political
- Ceremonial
- Legislative
- State Forestry Advocate
- Commissioner's Staff
- Counselor to Staff
- Decision Maker
- Referee/Umpire
- Supervisor for Section Managers
- Supervisor for Regional Foresters

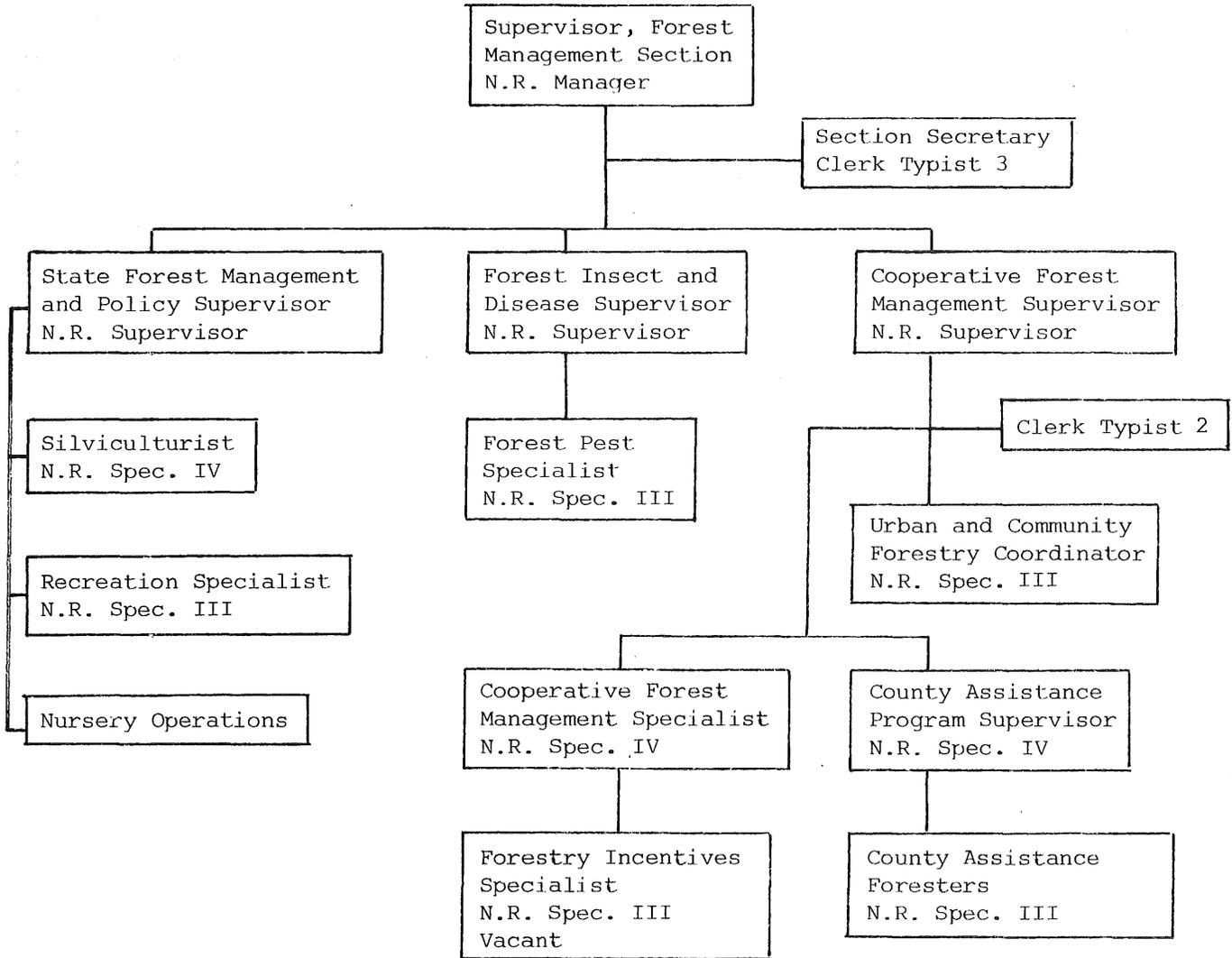
DIRECTOR'S OFFICE



2. Forest Management Section. The Forest Management Section consists of three major program areas: state land management, county and private forest management assistance, and insect and disease management. State land management includes the Silviculture, State Forest Road, Nursery, and Recreation programs. The County Assistance, Private Forest Management, and Urban Community Forestry programs are under the control of the county and private forest management supervisor. The insect and disease management supervisor oversees the Forest Pest Program and the Federal Dutch Elm Disease Program and monitors the use of pesticides by the division.

- | | |
|----------------------------------------|---------------------------------------------|
| - Silviculture | -- Land Administration |
| - State Forest Roads | - Leasing |
| - Nursery Operations | - Acquisition |
| - Recreation | - Legislation |
| - Private Forest Management Assistance | - County Land Statutory Review |
| - County Assistance Program | - Pesticide Oversight within the Department |
| - Urban and Community Forestry | -- Tax Law Administration |
| - Insect and Disease Mgmt. | - Research Coordination |
| - Federal Dutch Elm Disease Program | - Fish and Wildlife |
| | - Soils |

FOREST MANAGEMENT SECTION



3. Forest Resources and Products Section. The Forest Resources and Products Section conducts the forest resources inventory, administers timber sales and timber scaling, and provides utilization and marketing services.

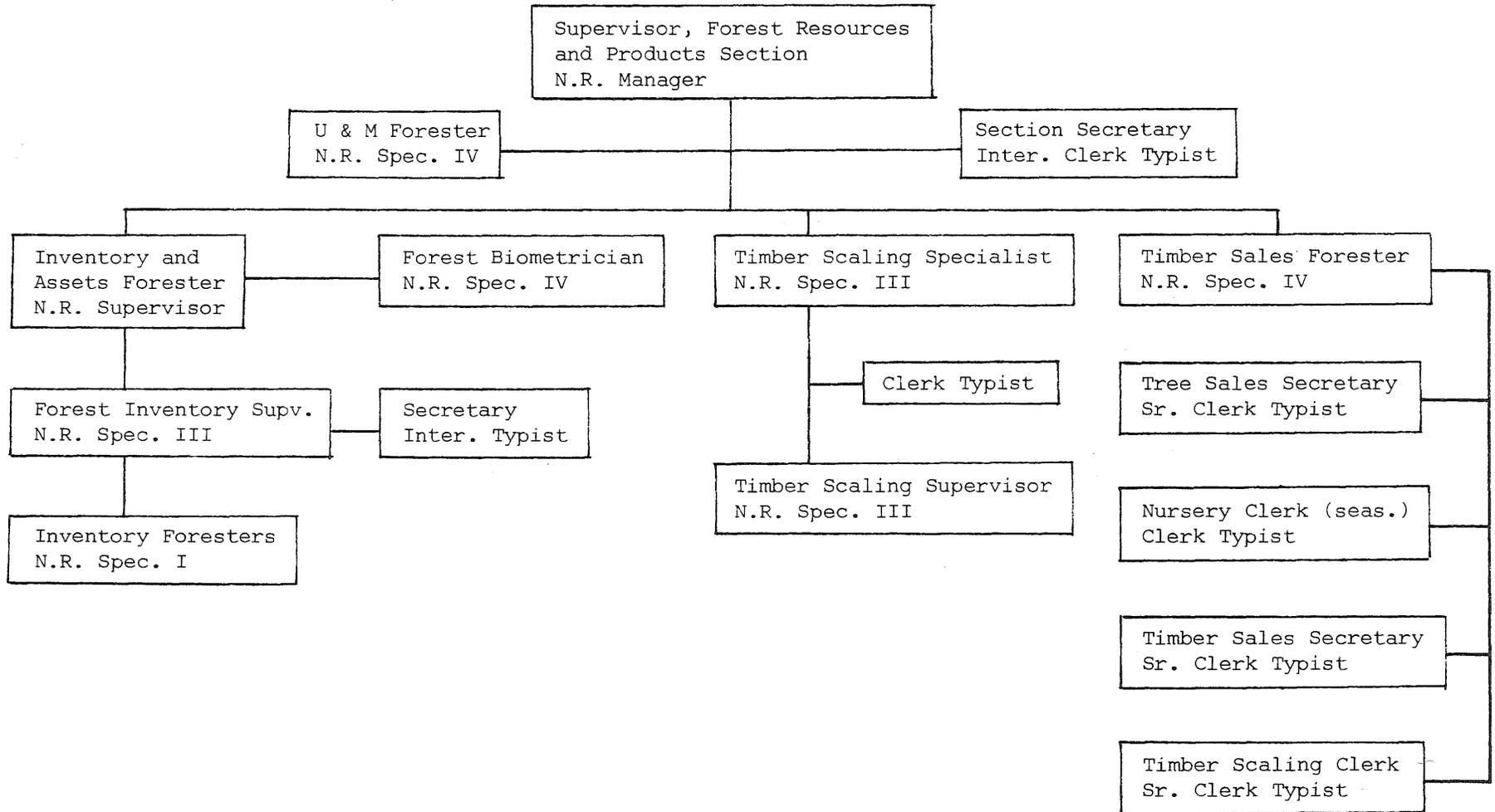
The Forest Inventory Unit is involved in the development and maintenance of two inventory systems. The first is the statewide permanent plot inventory maintained by the U.S. Forest Service's North Central Forest Experiment Station. The second is the Phase II inventory which consists of on-the-ground examinations of each stand on state and county forest land.

Legal aspects of the Timber Sales Program and sale of nursery stock are the responsibility of the Timber Sales and Scaling Unit of the section.

The Utilization and Marketing Program provides technical assistance to increase the utilization of forest resources through more efficient harvesting and processing.

- | | |
|-------------------------------------|---------------------------|
| - Forest Inventory | - Resource Evaluation and |
| - Timber Sales | Reports |
| - Scaling | - Tree Sales |
| - Utilization and Marketing Program | - Aerial Photography |

FOREST RESOURCES AND PRODUCTS



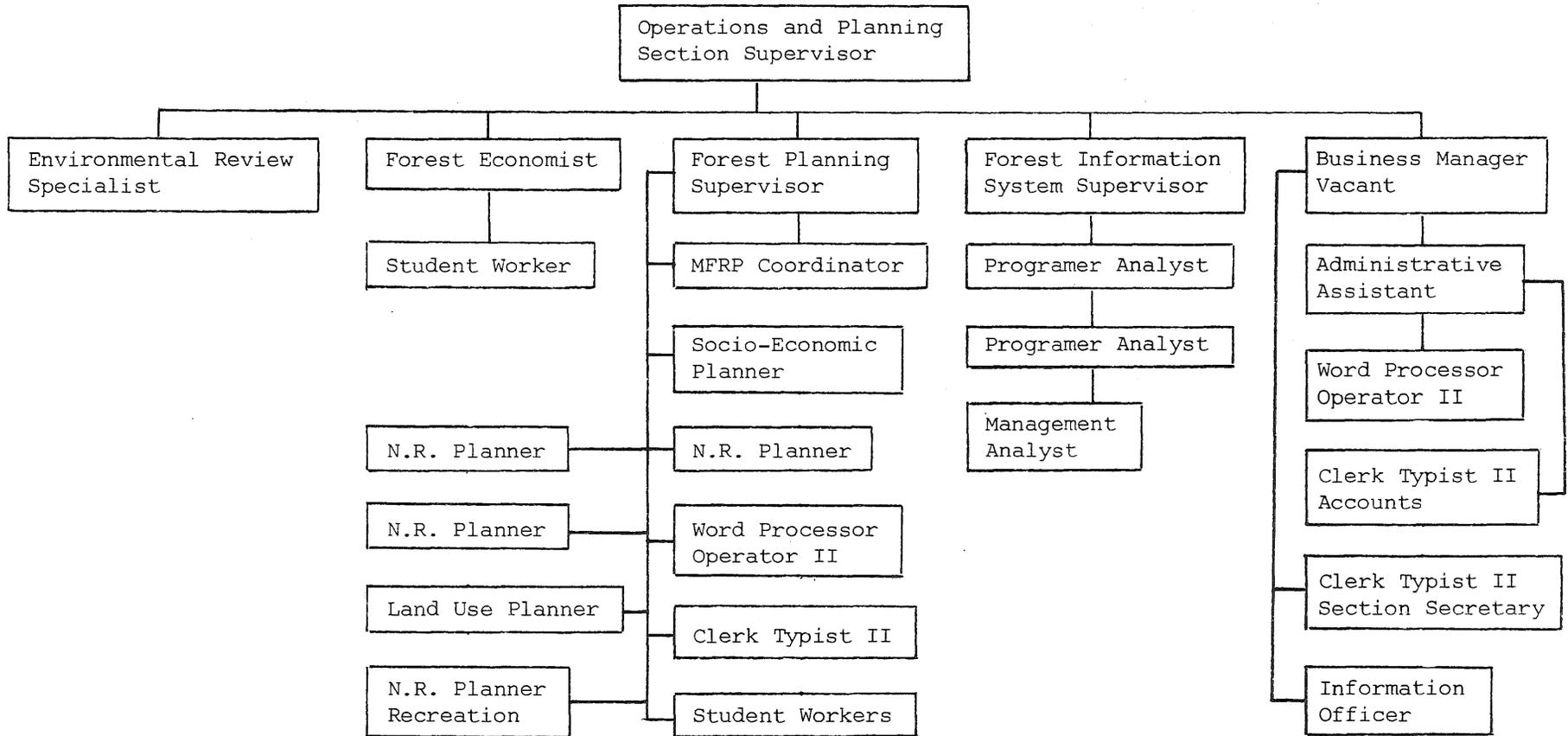
4. Operations and Planning Section. This section is responsible for planning, environmental review, economic analysis, information management, and providing business and personnel management services.

Planning responsibilities include both policy and unit plans. Policy planning is carried out in the Minnesota Forest Resources Plan (MFRP). It contains two major functions; an assessment of the forest resources in Minnesota and a program that sets goals and objectives for forest management. Based on the MFRP, unit plans are being prepared for all 20 forestry administrative units in the state.

Other specialized services provided by this section include economic and statistical analysis, computerization of information used for forest management, environmental studies and review, and soils survey. Business and personnel management functions include fiscal management, labor relations, and personnel training. In addition the section coordinates public relations, and information and education responsibilities for the division.

- | | |
|----------------------------|----------------------------|
| - Business Management | - Soils Survey |
| - Economics and Statistics | - Fiscal Management |
| - Environmental Studies | - Personnel |
| - Management Information | - Training |
| - Policy Planning | - Public Relations and I&E |
| - Unit Planning | - Lake States Coordination |
| - RPA Coordination | |

OPERATIONS AND PLANNING SECTION



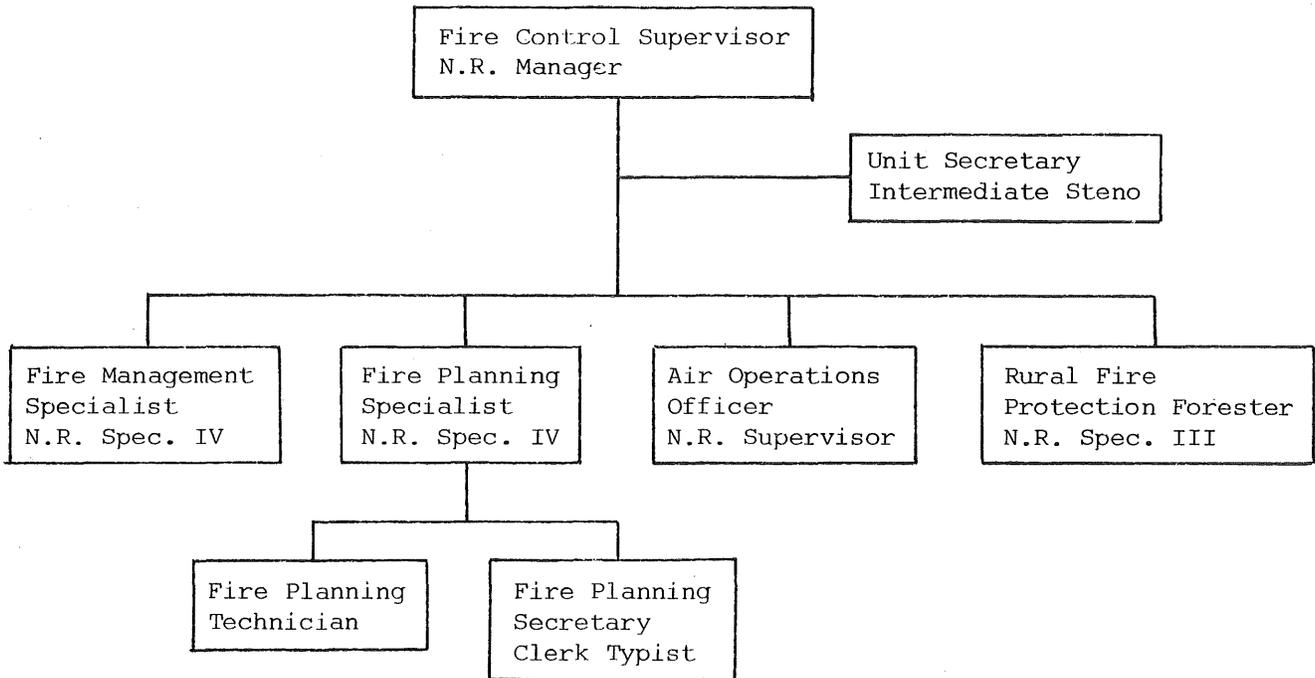
5. Fire Management. This section provides wildfire protection for nearly 23 million acres within the state. During severe fire seasons nearly all Division of Forestry personnel are involved in fire control operations.

This program includes a variety of activities needed to maintain the division's fire control capabilities. Several training courses are held each year so that division personnel meet national standards and are eligible to participate in interagency fire protection efforts. The policies governing the Township Fire Warden program are set by this section. The division's radio system and radio manual are maintained by the fire section. The division has hot shot crews, three overhead teams, equipment caches, and air tanker bases to respond to fires that exceed initial attack capabilities. When the state's resources are exhausted, additional aid is available through interagency agreements.

This section has the responsibility of using prescribed fire for silvicultural and other forest management activities.

- Wildfire Protection Program
- Air Operations
- Rural Fire Protection
- Fire Planning
- Surplus Property
- Law Enforcement
- Equipment Inventory
- Fire Management

FIRE PROTECTION SECTION



IV. PRESENT SITUATION

Although an organizational review was undertaken, it should in no way be construed that the present situation in the Division of Forestry was at all bad. On the contrary, from within the Division, from within the Department (of Natural Resources), and indeed from within the forestry community on a state and national scale, the Division of Forestry in Minnesota is viewed as a very effective, productive, and professional organization.

Comprehensive Problem Statement:

"Although recognized as a sound staff organization, the Division of Forestry, St. Paul staff can be improved in order to become a more efficient and effective management team." The following is a list of problems with the existing organization identified by the Director's management team, along with a description of the problem.

1. Lack of understanding of mission

Definition of mission

Relationship of programs to the mission

These three problem statements were identified as being related to each other, and also to several other items. Everyone agreed that for a dynamic, progressive organization to function effectively there must be no misunderstanding of the Division's mission. This is true for all levels and for every program and individual in the Division (ironically, a quick glance through the law book, the planning documents, and other Department literature turned up no concise statement of Division mission).

Misalignment of staff function

This could include such program relationships as timber sales and silviculture; roads, fire protection, recreation, inventory and management.

2. St. Paul vs. Field

It is much easier for all of us to reach our destination if we all know when we are going (hopefully we are all going to the same place).

3. Policy directives and circular letters

These are tools of communication and a function of leadership. It is felt that our policy manuals are incomplete and may not be properly used.

4. Training, continuing education, career development

Staff career ladders (lack of)

Compensation, incentives, motivation, recognition

Staff trainee program (lack of)

Clerical support, training, career ladders

Some of our problems are due to a lack of training and/or experience. Many of us could do a better job if we were better trained. This might include technical training, updates on state of the art, continuing education, and refining administrative and communications skills.

Some personnel came to the central office with little or no Division field experience. This was identified as an impediment to effective staff work. There is no "trainee program" at present that addresses this need.

The compensation and incentives to come to St. Paul in the first place are sometimes lacking. Certainly, in building an effective staff organization, we want to attract well qualified and experienced personnel both from inside and outside the Division. Disincentives may include salaries, moving expenses, lack of career ladders for some positions (including mobility back to the field), and the working environment (big city, crowded office space, little storage).

Personnel management is a major workload that is recognized as an extremely important element of forestry administration. This responsibility is now being handled, along with several other duties, by the Operations and Planning Section Supervisor.

5. Equipment - Field

Relationships with other Divisions and Bureaus

The method of acquiring "4 group" equipment is identified as a problem (there may be advantages to having a Division equipment budget). This may be beyond the charge of this committee to address, however, it is symptomatic of our working relationships with the rest of the Department and its effect on accomplishing work.

The working relationships with other divisions, bureaus and agencies is important and in the long run enhances the output of the Division. To develop, foster, and maintain those relationships, however, does take time. Our Division has purposely set out to involve other agencies, industries, and legislative groups in our operations. This is an added workload for the Director, section supervisors, and staff.

6. Effect of special projects on workloads - servicing the Director's office, political pressure.

As previously mentioned, the Division of Forestry has actively involved industries, other agencies, universities, professional societies, legislators, and the Governor's office in its operational process. While this effort enhances our impact on forestry in Minnesota, it also invites numerous demands and requests for special projects through the Director's office. This extra workload in some cases must be handled exclusively by the Director's office, or it may be delegated to an already overworked section.

7. Leadership

Leadership is recognized as an absolutely essential requirement of top level management in the Division of Forestry. Eroding elements to effective leadership include several of the other problem items identified during this exercise. They are: lack of understanding and communicating our mission, personal characteristics, relationships with other agencies, lack of training, workload, and span of control. Other items could well be included in this list.

8. Managerial consistency (or "inconsistency")

May be reflected by an individual manager's actions under various situations, or by a variety of management styles among sections and administrative units. This can lead to some confusion when coordinated efforts are needed (as is usually the case) in accomplishing work.

9. Communications

May be identified with virtually every other problem area listed. Communications has been identified as the mortar that holds the Division (St. Paul and field) together and forms the bonds for interagency and intergovernmental cooperation. Any breakdown in communication weakens the organizational system. Communications may be written or oral. It may follow the chain of command, or cross structural or agency lines for input or information. A sensitivity as to what, when, and to whom communications should be directed is sometimes lacking in the Division.

10. Dispersed work sites

Work sites/environment

Service bureau and division locations

Dispersed work sites have been identified as a problem by many people on the staff. It presents a problem for those personnel who must work together or who must have ready access to information located in another office. In addition with administrative functions located in several areas it tends to make it more difficult to coordinate activities within the Division. Finally, staff located in remote offices find it hard to communicate with the rest of the Division.

Work sites/environment. A good working environment contributes to an employee's job performance and job satisfaction. In many cases it is difficult to attract qualified personnel to fill jobs where working environments are poor. It is particularly difficult to attract field personnel into the St. Paul office where generally the working environment is not as good as in the field, the financial rewards are about the same, and where the cost of living is much higher.

Service bureau and division locations is also a problem and dispersed locations tend to cut down interaction and efficiency. It is very similar to the problems associated with dispersed work sites.

11. Incorporation of information systems

Integrating new technology is causing some growing pains for the Division at the present time. What type of system, what type of applications, and who should manage the system are questions that need to be answered. The Department study now being conducted may offer some insight to the problem. The lack of interim policies and operational procedures for the Division, however, remain as a source of discomfort.

12. Workloads - sections, individuals

Clerical support

Workloads impact both sections and individuals. Individuals or sections may be overworked because of ineffective delegation or lack of personnel to handle all the responsibilities. Some of the overloading may be the result of improper program organization.

Clerical support. This is a difficult problem to put into words, however, it is obvious that some of the workloads are not evenly distributed. In some cases one clerical person is responsible to as many as 3 or 4 people while another clerk may only work for one person.

13. Fiscal management

Personnel management

Fiscal management. The problems relate to both money coming in and money going out. We have a complicated state budgeting system that we don't always understand. Because we do not thoroughly understand the system, we have a difficult time dealing with the DNR Financial Management Bureau. Many times we think they tend to be slow at getting budget information loaded into the computer, and some money is not available until several months into the biennium. Maybe because of our lack of understanding, we are contributing to the problem. We have also lost money because we did not have the flexibility to move

money from a surplus account to one where it is needed. This was identified as a high priority problem.

Personnel management. Because we don't understand the state personnel system we think the Bureau of Personnel does not always seem to be as helpful as it could be. We see them pointing out problems without offering solutions to those problems. Because we are not always familiar with the system, we think they tend to make things that seem very simple complicated. In discussions with people from other Departments we seem to have the problems that don't exist in other state agencies. We probably need more training in dealing with personnel matters.

14. Fluctuations of program funding and program emphasis

Workloads

Fluctuations of program funding and program emphasis has always been a problem for the Division of Forestry and probably always will be. Sporadic funding sources makes it very difficult to maintain program continuity. A program may be funded for a number of years, then suddenly lose its funding source. Consequently the entire program is dropped or it is absorbed under some other program. In addition, forest management is a long term proposition when trees are planted for example, funding must be provided from planting through harvest. Short term funding makes it very difficult to make a long term commitment without being able to depend on a funding source for a long period of time.

Workloads are affected by fluctuations in funding. The fire program is a good example; frequently people are pulled away from their normal job responsibilities for long periods of time. When they do return to their regular work routing, things have piled up and their workloads are overwhelming.

V. FUNCTIONAL ANALYSIS

In order to evaluate relationships of various programs to one another each of the four section supervisors was asked to conduct an evaluation of their section. They were asked to look at program responsibilities, overlaps, and voids. A considerable amount of time was spent in discussion of their perceptions. The following is a brief summary of the conclusions.

1. Responsibilities

The Division of Forestry is a multiple-use management agency responsible for administering 4.6 million acres of forest, and responsible for administering numerous cooperative assistance programs. None of the programs administered by the Division of Forestry can be operated without considering its impact on other programs. For example, the process of selling timber involves many programs. The timber must be inventoried, scaled, sold, and the stand must be regenerated to produce a future crop. Harvesting timber will also have an impact on other programs such as recreation, fish and wildlife, and forest roads. The timber stand must then be monitored until it again reaches a harvestable age. It must be kept free of competing vegetation, insects and diseases, and be protected from wildfire. As the responsibilities of the Division have been continuing to expand and management of the forest resources has been intensified over the past several years, increased specialization has taken place. Specialization allows individuals to expand their knowledge in a specific area and share that expertise. However, as the Division becomes more specialized, increased coordination is necessary to ensure harmonious and coordinated management and protection of resources and programs.

2. Overlaps

Although programs have been grouped together based on functional relationships into four administrative sections, many of these programs also relate to programs in other sections. For example, the Economics and Statistics program is in the Operations and Planning

section and serves the needs of all four sections. Another example would be the Forest Inventory program. Although it is located in the Resources and Products section, the information is used by program managers in all of the sections. It would be ideal for all programs relative to an operation, such as selling timber, to be located in one section. Any reorganization that does take place will continue to have overlapping responsibilities that must be accepted.

3. Voids

Although a specialist has been assigned to most of the major program areas, there are still a few areas that could be strengthened. The areas where increased emphasis needs to be placed are forest roads, training, information, marketing and utilization, and wildlife. Other voids were also identified, however they were based on a lack of understanding as to who is functionally responsible for the program.

VI. CRITERIA FOR EVALUATING STRUCTURAL ALTERNATIVES

Prior to discussing alternative organizational structures, criteria were established that would guide the decision making process in resolving many of the problems previously identified. The relative weights of these criteria are not identified here although, during the discussions and evaluations, certain ones had a greater influence on the outcome. Some criteria were not easily measurable and therefore had little effect on the alternatives.

Criteria:

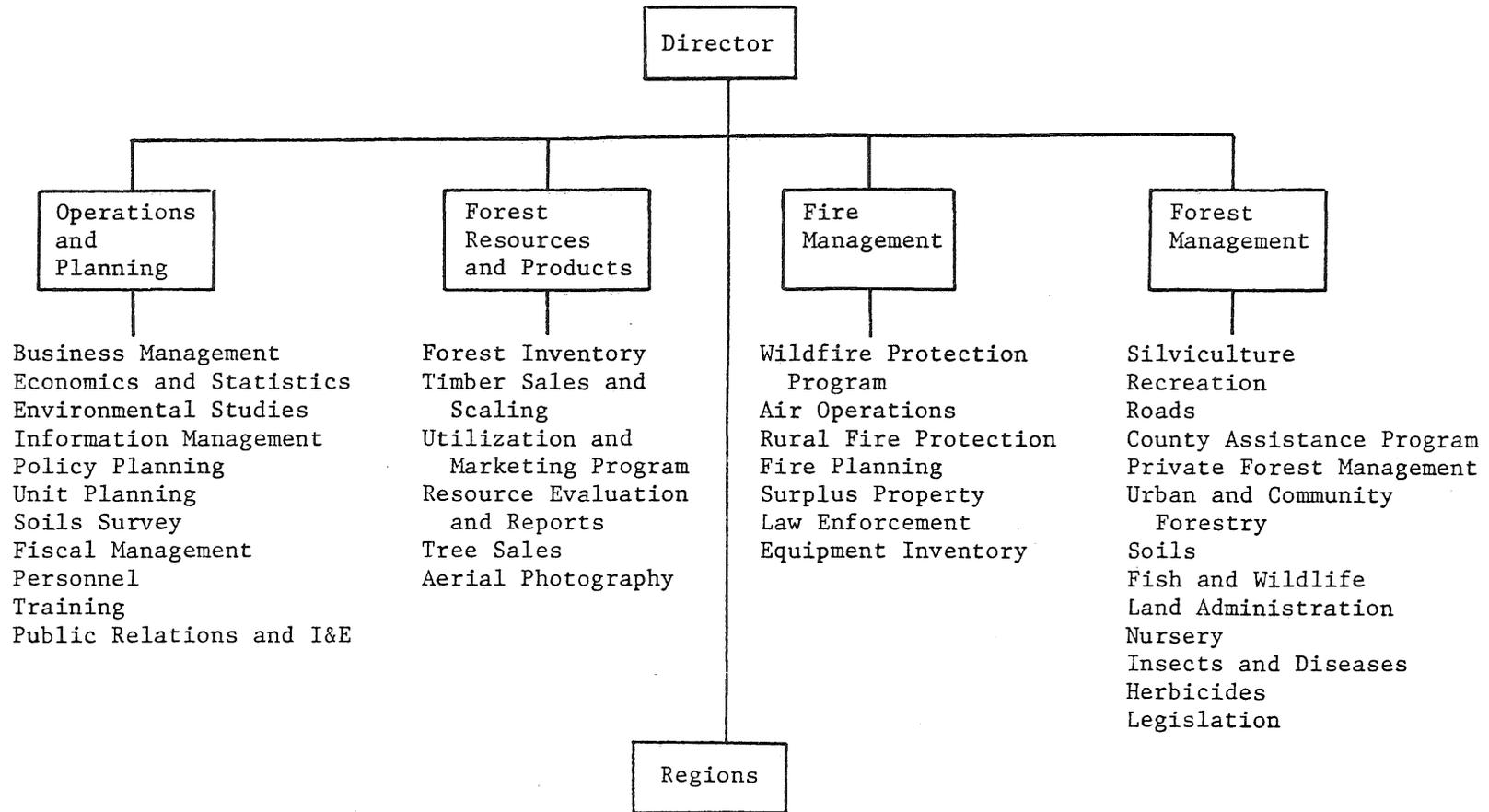
1. Balances span of control
2. Functions logically grouped
3. Clarifies authority and responsibility
4. Takes advantage of personnel strengths
5. Gives more authority to section
6. Delegates additional authority to section supervisors
7. Minimizes disruption
8. Provides for "externalizing" the Division
9. Maintains strengths or organization
10. Is sensitive to parent organization
11. Insures Division stability
12. Balances workload
13. Is acceptable to Director
14. Alleviates staff/operation conflicts (balance)
15. Is reactive to external pressures (throughout the Division)
16. Defines levels of decision making
17. Is acceptable to Division

VII. ALTERNATIVE ANALYSIS

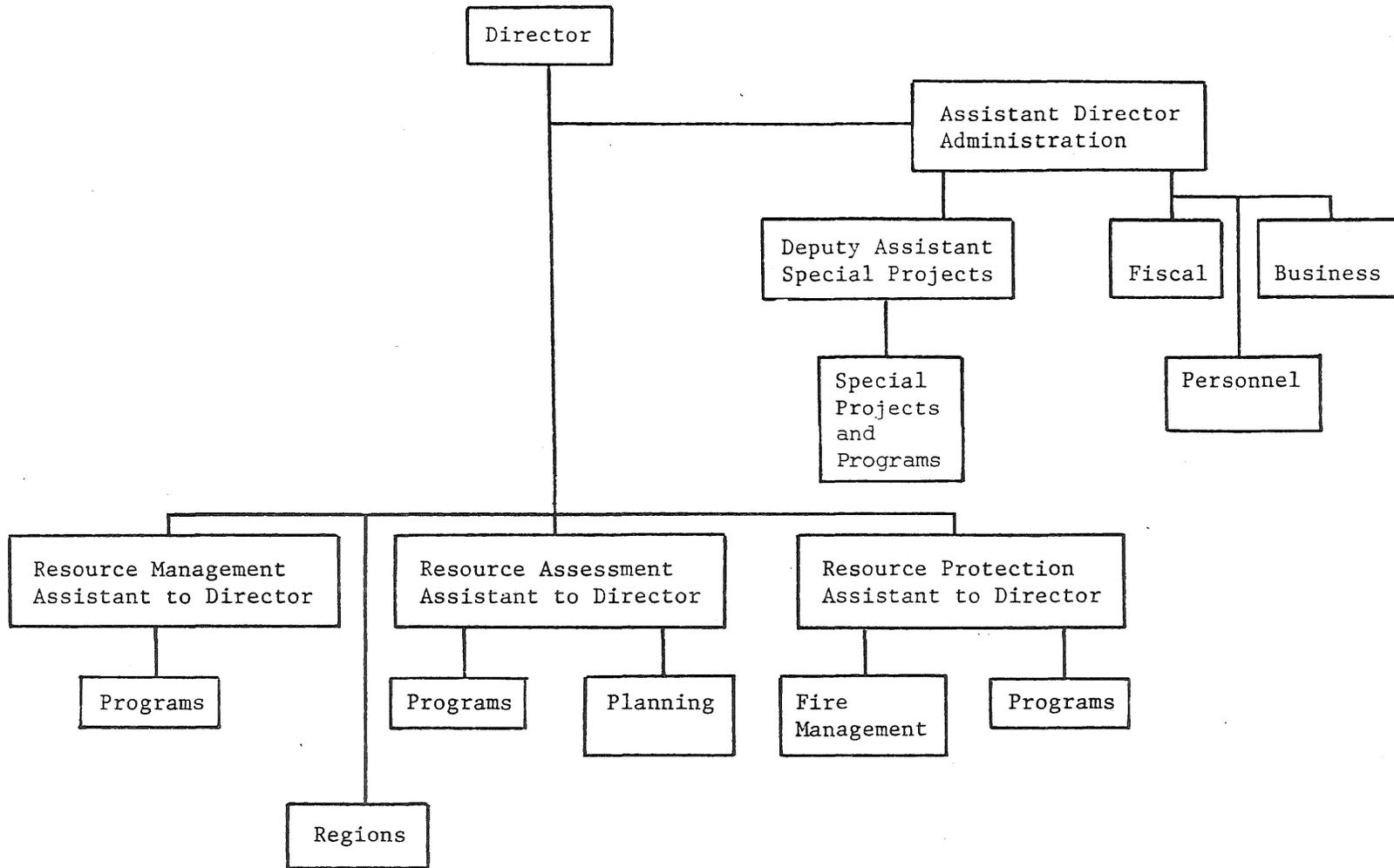
Although numerous combinations could have been developed, six alternative structures were evaluated by the committee. One was the existing organization.

All of the alternatives had some advantages, and although a few could not meet certain criteria (e.g., being acceptable to the Director or compatible with the present organization), all were evaluated in their entirety. Structures meeting most of the criteria may not have met certain important elements (e.g., span of control). The improvements in structure, however, as well as the opportunities to improve the process for accomplishing work, made the recommended alternative acceptable. It is also recognized that as opportunities to further improve the structure arise, they should be evaluated and possible incorporated.

Existing Organization

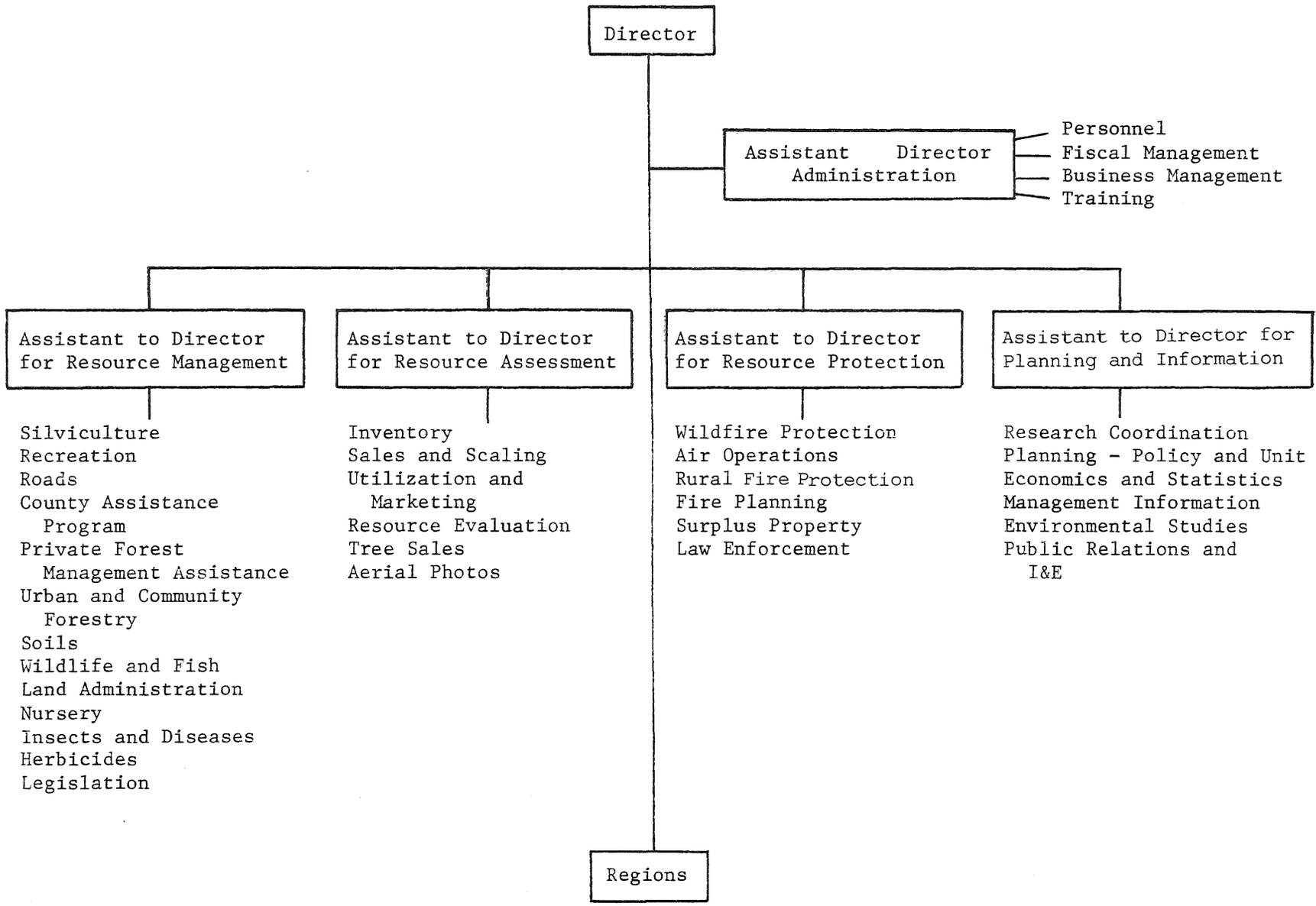


Alternative I

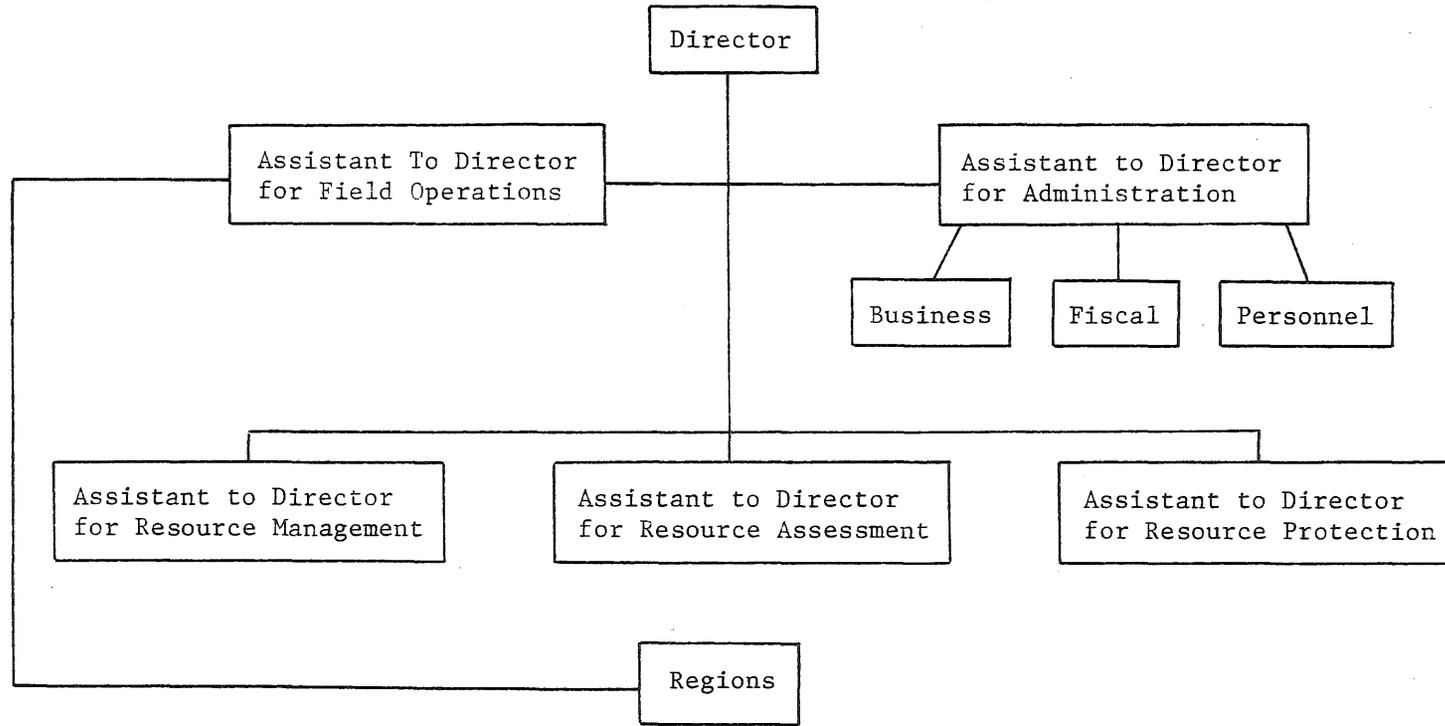


Alternative II

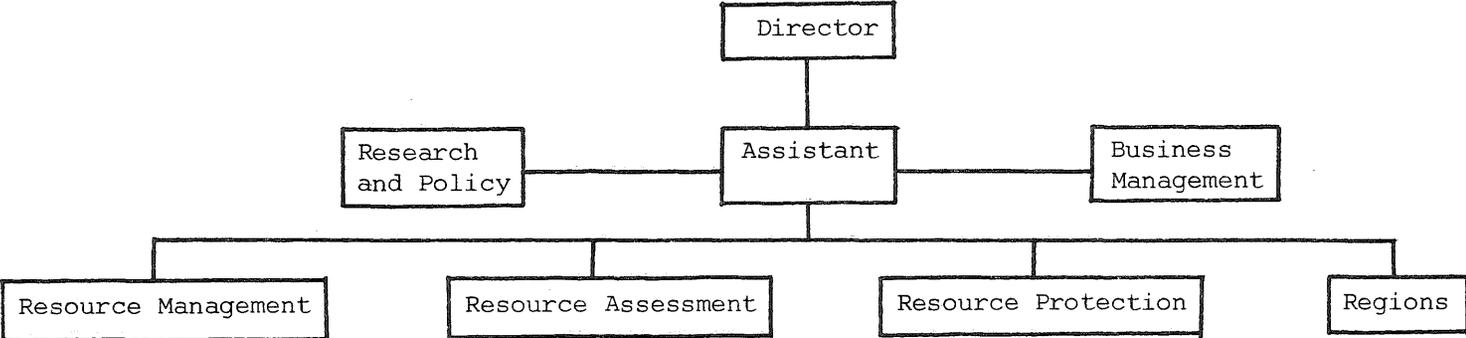
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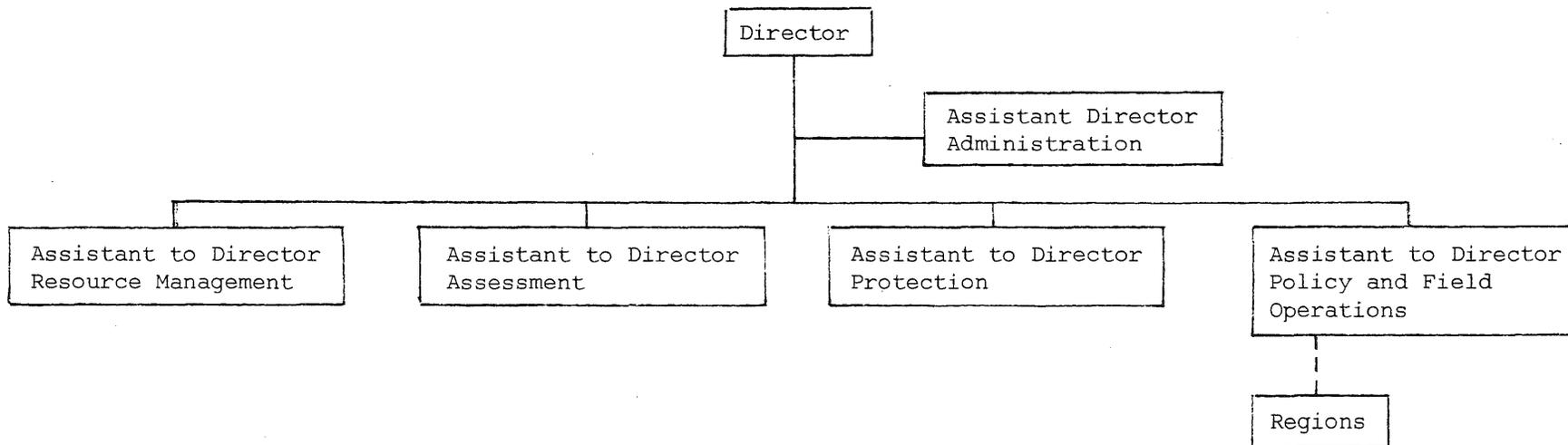
Alternative III



Alternative IV



Alternative V



VIII. PROPOSED ORGANIZATION

With selection of the preferred organization alternative, several major changes will take place effective November 1, 1983.

The major change is the functions of the Operations and Planning Section. It will be divided into two new functional units. The administrative functions of the present Operations and Planning Section will be transferred to the office of the Assistant Director, Administration.

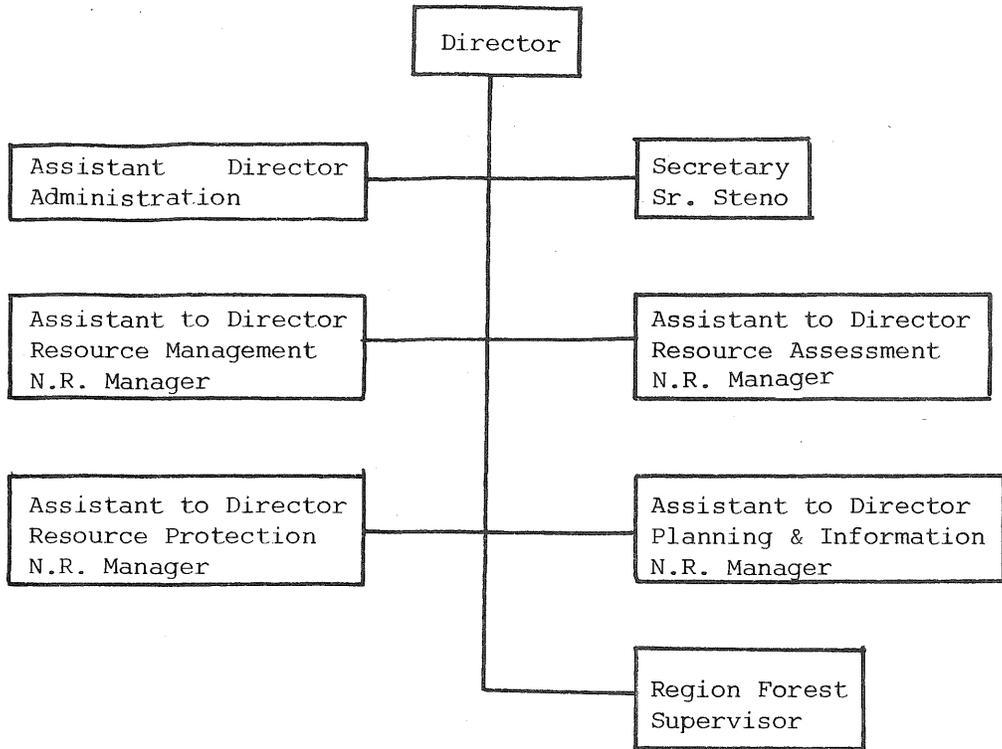
The Assistant Director, Administration will be responsible for all personnel, fiscal management, business management and training functions. He will also act for the Division Director in his absence.

Existing planning, management information, economic analysis, environmental review, and information officer functions will be assigned to the Assistant to Director for Planning and Information. In addition, planning and accomplishment reporting responsibilities for the division using the MFRP Volume 7 as the annual division work plan will be coordinated through this section.

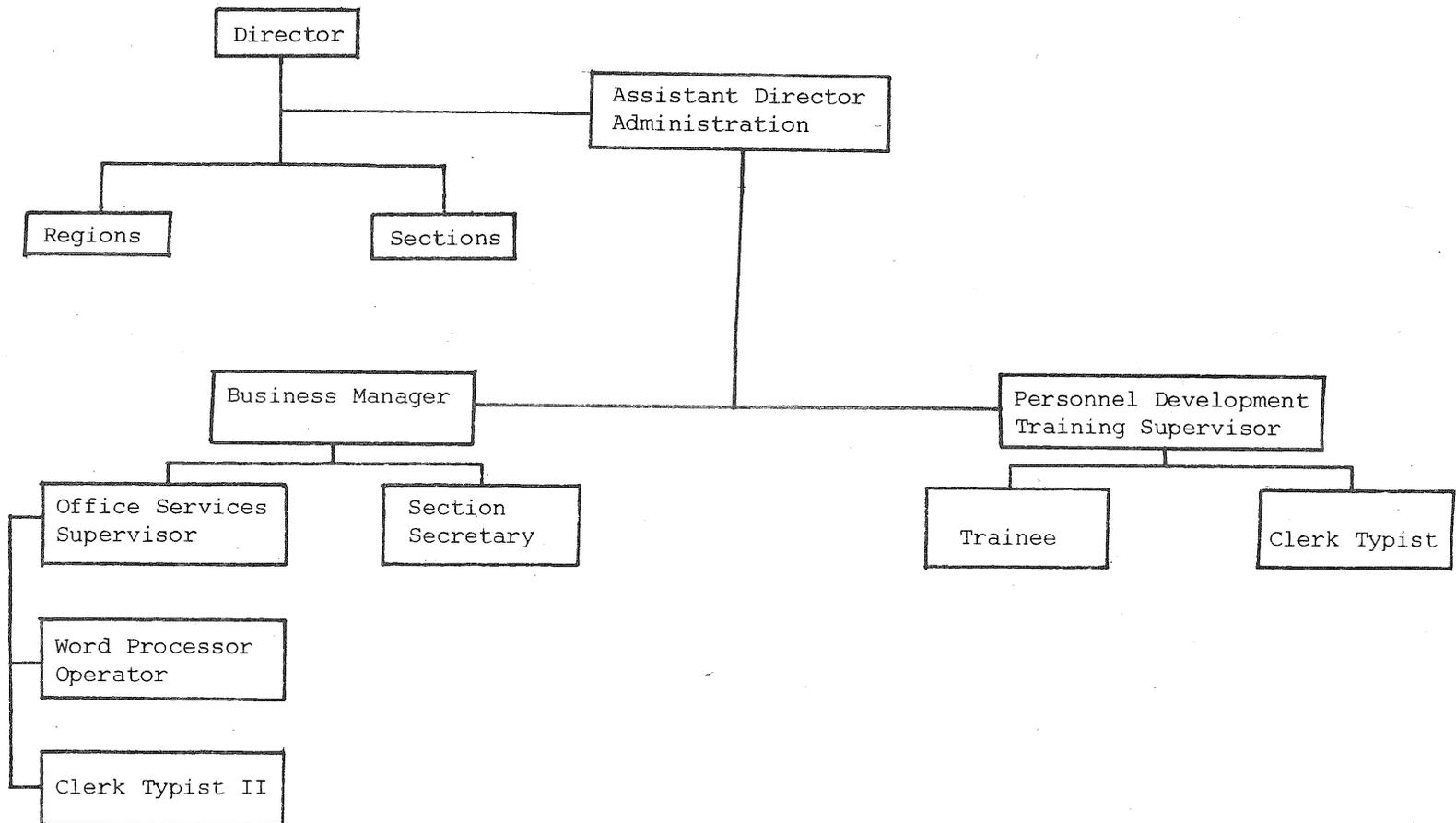
Although more organizational changes are in order to resolve some of the problems identified, additional studies need to be made on internal structure of each section. Structural relationships and workloads of each section will be reviewed. This is scheduled to be completed by May, 1984.

Implementation of the St. Paul Staff Reorganization Plan will be reviewed in both May and November of 1984. Resolution of problems identified during this study will be reviewed and additional problems needing resolution will be identified at those times.

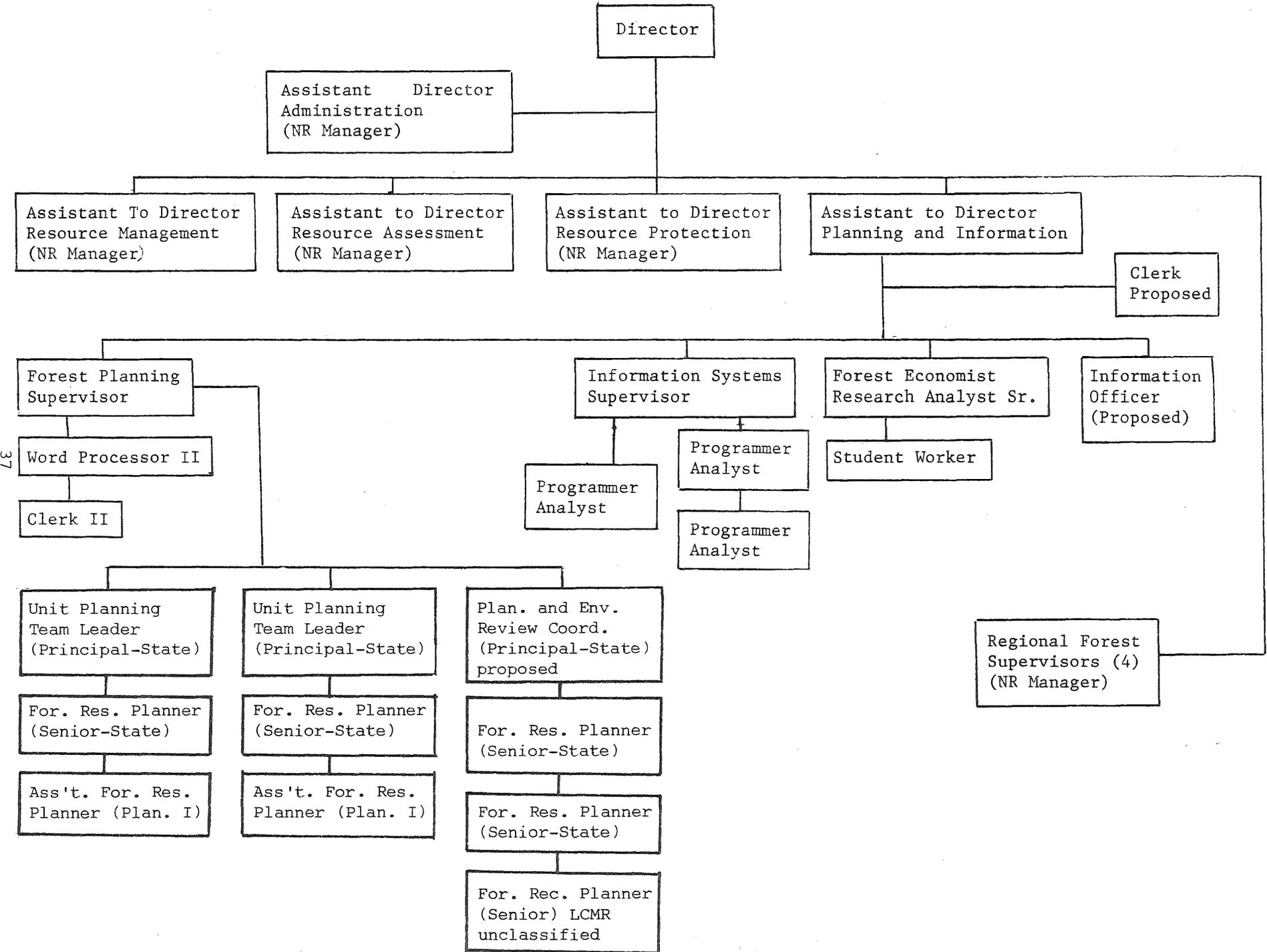
DIRECTOR'S OFFICE



ASSISTANT DIRECTOR, ADMINISTRATION

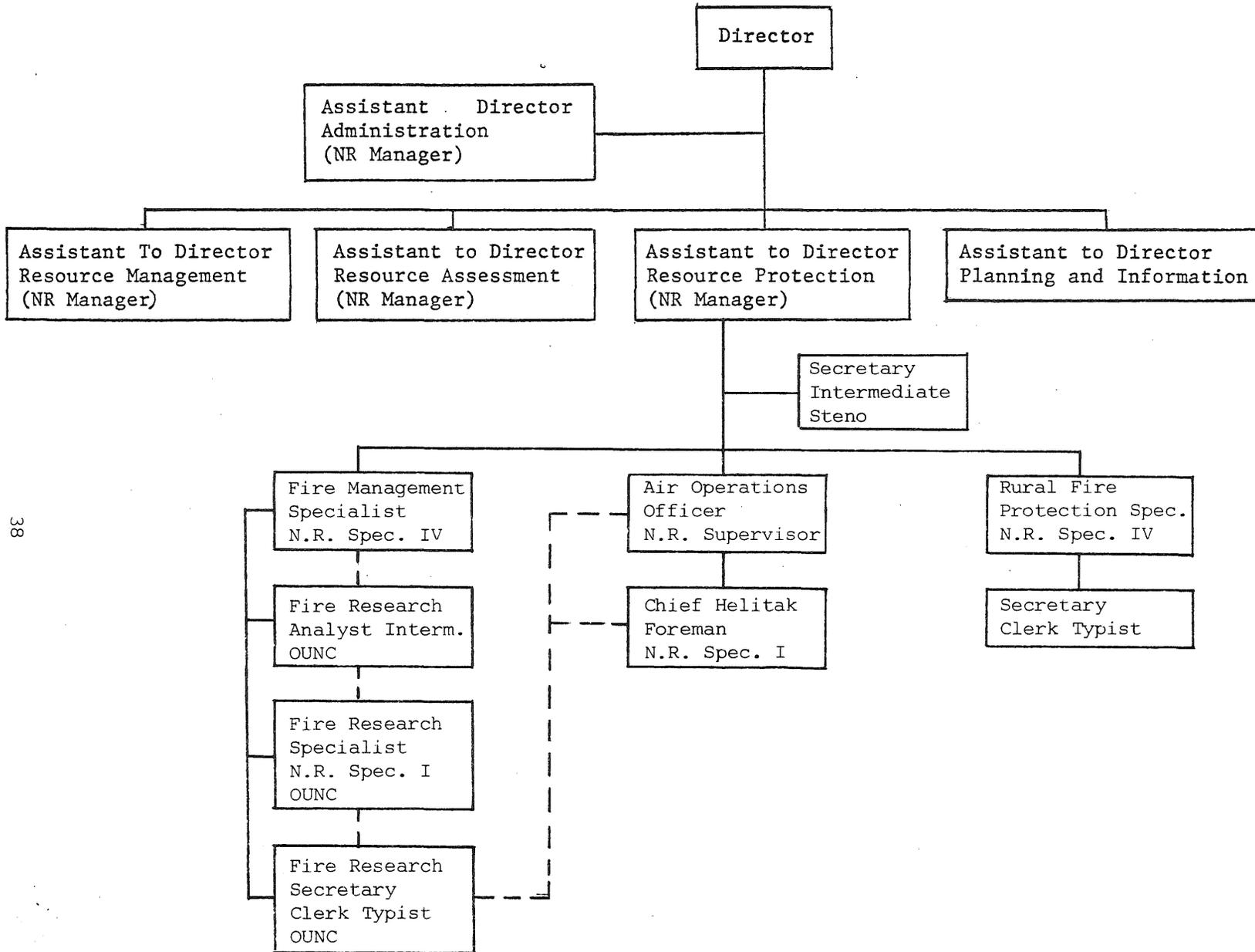


PLANNING AND INFORMATION SECTION

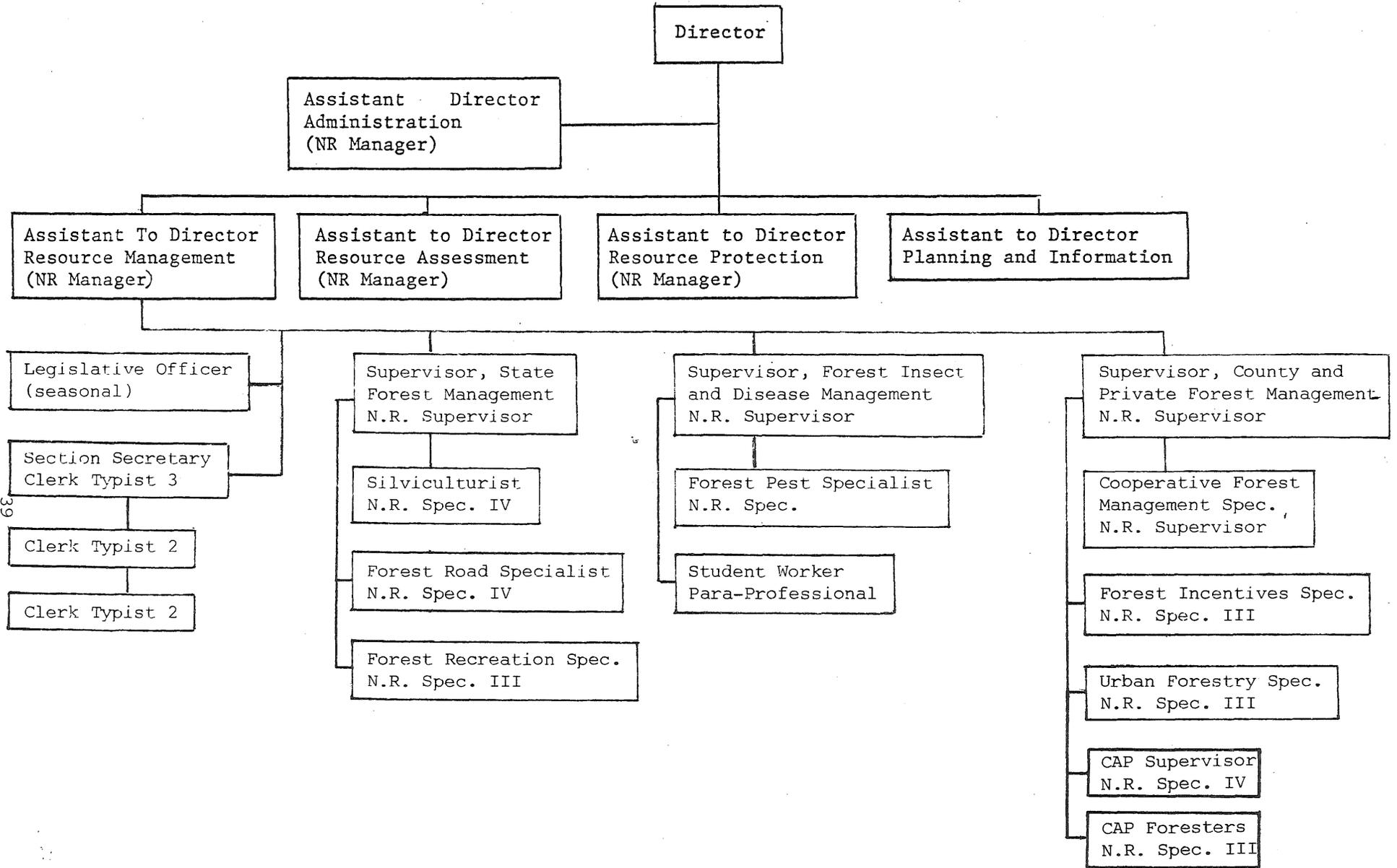


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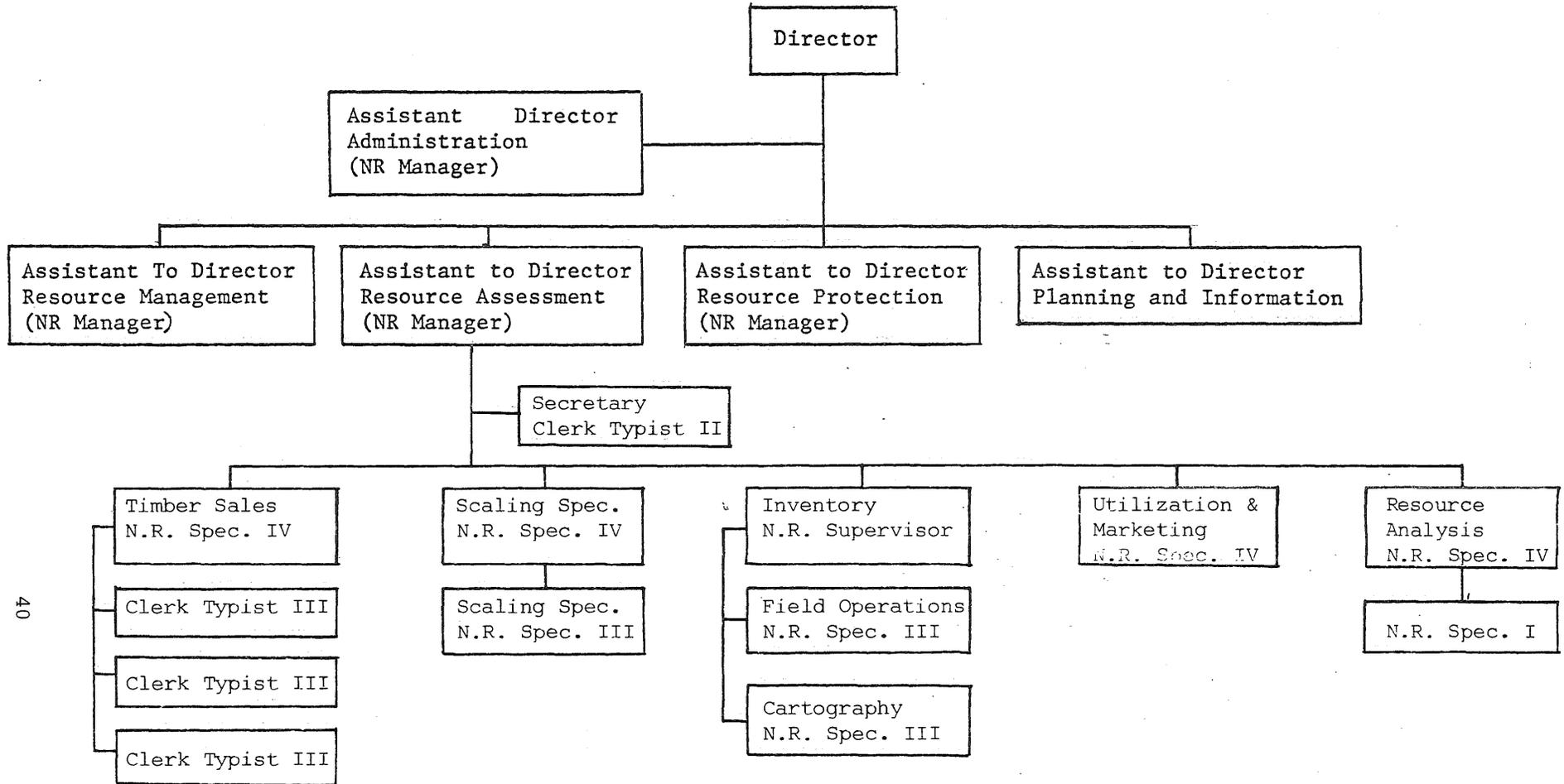
RESOURCE PROTECTION SECTION



RESOURCE MANAGEMENT SECTION



RESOURCE ASSESSMENT SECTION



IX. RECOMMENDATIONS AND IMPLEMENTATION PLAN

During the decision making process, several solutions were suggested and discussed in order to improve both the organizational structure and the process for accomplishing work. The following is a list of those suggested solutions and the recommendations for implementing them.

1. Structure

Improve organizational structure.

Adopt proposed organization and implement on November 1, 1983. However, both structure and process should be reviewed periodically. A brief review is scheduled for May, 1984 and again in November, 1984.

Position adjustments needed.

Deputy Director or Assistant(s): completed through organizational structure.

Road Supervisor: Assigned to Forest Management section. Section will use vacant or new position already within the section.

Business Manager: Assigned to Administrative section. Position approved and is in the process of being filled.

Marketing Staff: Marketing position being temporarily (6-9 months) reassigned from Bemidji Region to Central staff. Workload and future needs assessment to be completed by end of temporary assignment.

Training Officer: Assigned to Administrative section. Position currently in Resource Assessment and Utilization (inventory). November 1, 1983.

Information Officer: To be assigned to Planning and Information.

Currently functions handled through one week assignments of field personnel. This practice will continue until most field people have had the opportunity to serve in this capacity (June 30, 1984). In the meantime, plans for establishing the position will be researched, specific responsibilities will be identified, and an implementation date will be targeted. A permanent Information Officer may be established in addition to the weekly field assignments.

Clarify role of other jobs.

Done through function listings within organizational structure and through updating of position descriptions. (Drafts due December 1, 1983)

Review position descriptions and check for overlaps and voids--match PD's with Division mission statement.

Done in part through a functional review that was completed on September 13, 1983. This will be followed up through the reviewing or rewriting of position descriptions. (Drafts due December 1, 1983)

Levels of responsibilities and authority must be clarified--who does what?

Done in part through functional review and structural alignment. Section supervisors will be responsible for these clarifications (through position descriptions) within their section. The Director will be responsible for his immediate staff through position descriptions, delegation orders, or letters of appointment. This will be completed by December 1, 1983.

Change Operations and Planning Section title to Planning and Information Section, and Fire Control to Fire Management.

Changes identified through structure.

Clarify role of Director.

Director's role discussed at organizational meeting September 13, 1983.

Roles identified include:

- Leadership
 - Division
 - State
 - National
- Political
- Ceremonial
- Legislative
- State Forestry Advocate
- Commissioner's Staff
- Counselor
- Decision Maker
- Referee
- Supervisor

Establish a permanent Information Officer.

This will be done, but at a later date (see "new positions needed" above).

Develop meaningful job titles.

This will be done through organizational structure and updated position descriptions.

Analyze organizational structure.

Completed.

Clarify relationships between service and policy staff.

Will be identified through structure and accurate position descriptions.

Insure field implementation of policy and managerial decisions.

This will be done in part through the clarification of functional responsibilities within the organizational structure. Updated position descriptions will identify responsibilities and should include program and policy follow-up. Better communication through reporting and meeting notes will indicate problem areas. Time for field inspections will be the responsibility of the Director, St. Paul staff, and Region supervisors. Formal inspections will be included in annual work plans and should be identified in PEAR reports.

3. Work Process

Develop circular letter to clarify role of Forest Management Information System.

Assigned to Information Systems Supervisor. To be completed December 1, 1983.

Define mission of Division--prepare mission statement.

Completed August 30, 1983.

Training needs and special skills needed on staff.

It will be the immediate supervisor's responsibility to identify and assign this recommended training. Broad training needs will be inventoried by the Training Board by March, 1984. Individual needs should be identified through the performance appraisal process. A Career Planning System is being developed by the Training Board.

Recognize and quantify the staffing level necessary to cover Director's office.

This will be delegated from the Director's office, or identified in organizational structure or position descriptions.

Strengthen external relations.

This has been done and should continue. It is primarily the Director's function, although other forestry staff will be delegated or assigned responsibilities. These duties are to be identified in updated position descriptions.

Create an atmosphere within the Division that lends itself to effective communications.

Improving communications is part awareness, part structure, and part process. Training, sensitivity, and everyone's commitment to improving communications will help. Identifying functional responsibilities and improving spans of control will also lead to better communications. Training for, and implementing more participative management (including the meeting process) is another recommendation to be carried out by supervisors and the training board.

Section supervisors to work harder at resolving conflicts between staff members.

Much of this is preventive management. Current and anticipated program activities should be circulated in section meeting minutes. In this way many problems can be solved before they become conflicts. If conflicts do arise, every effort should be made to resolve them prior to bringing them to the next higher level of authority.

Provide opportunities for other section staff members to attend staff meetings--invite people from other sections as a method of strengthening communications.

Sections to establish regular meetings. Circulate, post, or otherwise announce agenda. Invite affected staff from other sections.

Establish a working group of users of the Forest Management Information System to assist in the design of the system.

This will be a responsibility of the Planning and Information section. User working group to be established by December 1, 1983.

Clarify authority and responsibility for making Forest Management Information Systems decisions in the Department and Division.

This will be clarified under the Management Information System circular letter due on December 1, 1983. The system will also come under the Department's plan.

Consolidate office sites.

To be completed by mid-summer 1984 under the Department plan. Administrative section to represent the Division during the move.

Take corrective action for people doing things they are not supposed to do. The first step in this process is to clarify the roles and responsibilities of individuals. This is done in part through organizational structure. It will also be done through current and accurate position descriptions. The next step, then, is supervisory.

Develop a work sharing program to help out with major work assignments and to expand experience of working in other job areas.

A career development program will be developed by the Training Board this fiscal year. This will identify long-term training and development needs. For short-term assignments, workload needs are to be brought to the attention of the Director's staff. Personnel assignments will then be negotiated and cleared through the chain of command.

Allocation of Director's authority to senior staff.

Delegation orders, letters of appointment, or clarifications in position descriptions are the responsibility of the Director. Due December 1, 1983.

Hold regularly scheduled meetings with agendas and minutes.

Regular meetings with agendas and minutes will be scheduled by the Director and the section supervisors. In addition, at least one annual meeting will be held for the entire St. Paul staff. Dates and agenda items will be the responsibility of Planning and Information using Volume 7 approach. The Administrative Section will establish a calendar of meetings by June 30th for the upcoming fiscal year.

Install professional quality copying systems.

Even the very routine daily operations can have an impact on the conduct of our business. This is especially true when dealing with outside agencies and industries. The Administrative section is currently working on obtaining quality copy machines and should have on in place soon.

Clarify relationships between service and policy staff.

Will be identified through structure and accurate position descriptions.

Ensure field implementation of policy and managerial decisions.

This will be done in part through the clarification of functional responsibilities within the organizational structure and implementation of the MFRP. Updated position descriptions will identify responsibilities and should include program and policy follow-up. Better communication through reporting and meeting notes will indicate problem areas. Time for field inspections will be the responsibility of the Director, St. Paul staff, and Region supervisors. Formal inspections will be included in annual work plans and should be identified in PEAR reports. Inspection format will be developed by the Director's management team by March 1, 1984.

Schedule region meetings after circulation of St. Paul meeting minutes.

It will be the responsibility of the meeting host to circulate accurate minutes within three working days of Region/St. Paul staff meetings.

X. SUMMARY OF ACTIONS NEEDED TO IMPLEMENT CHANGE

1. Appointment and delegation letters to be issued by the Director.
2. Begin operating under new structure on November 1, 1983.
3. Position descriptions to be updated by entire staff.
4. Position descriptions and organizational changes to be reviewed by Personnel Department.
5. New positions to be filled.
6. Policy, operational procedures, and circular letters to be written or updated.
7. Affected agencies or groups to be informed through the distribution of Forestry's St. Paul organization report.
8. Follow-up for review and further refinement completed by May and November, 1984.

