

Overview of Actions to Address FWC Leadership Development and Selection



Background

- Several years ago, the Senior Leadership Team (SLT) recognized the need for formal succession planning to ensure the agency would be prepared to replace the large number of agency leaders eligible for retirement in the coming years.
- Approximately 24% of SLT will retire in the next two years (6 out of 25 positions) and 65% will retire in the next five years (16 out of 25 positions).
- Approximately 30% of the next leadership level (Section Leaders and Assistant Directors) are eligible to retire in the next two years (13 out of 45 positions) and 40% in the next five years (18 out of 45 positions).



**Position title of Senior Leadership
Team members who will retire
within the next five years:**

- Executive Director
- Director of Law Enforcement
- Director of Habitat and Species Conservation
- Director of Freshwater Fisheries Management
- Director of Marine Fisheries Management
- Inspector General
- General Counsel
- Regional Director – Northeast Region
- Regional Director – Northwest Region
- Regional Director – North Central Region
- Regional Director – Southwest Region
- Regional Director – South Region
- Director of Community Relations
- Director of Licensing and Permitting
- Chief Financial Officer
- Director of Finance and Budget



Leadership development plan

- In 2006, FWC's Office of Human Resources formed a team whose task was to make recommendations for succession planning.
- The team's focus quickly became preparing current employees to assume leadership positions.
- The team created a three-tier *Leadership Development Plan*.



The FWC Leadership Development Process is overseen by the FWC Leadership Development team:

Thomas Eason, Ann Forstchen, Elsa Haubold, Cindy Hoffman, Laura Jerome, Dale Jones, Henry Norris, Scott Sanders, Susan Weaver

Tier One - Beginning & Supervisory Leadership Skills

- Participants are expected to:
 - Complete *The Supervisor's Apprenticeship* or *The Manager's Journey* workshop
 - Read *Leadership and the One Minute Manager*
 - Attend a *FWC Team Building/DISC* workshop and a *Plain Language* workshop
 - Complete the *Supervisor E-Learning* module
 - Complete an *Individual Development Plan*



Tier Two - Intermediate Leadership – Principles of Leadership

- In addition to completing the requirements in Tier One participants are expected to:
 - Attend a Commission Meeting
 - Complete the on-line courses *Creative & Critical Thinking* and *Visionary Leadership*
 - Attend the *Situational Leadership* workshop and the *Meeting Management* workshop
 - Lead an inter-division/office team
 - Complete the appropriate section of an FWC required document
 - Complete a *360 Performance Assessment*
 - Complete a *Self-Assessment*



Tier Three – Advanced Leadership Training

- In addition to completing the Tier One and Two requirements, participants are expected to:
 - Attend a *Working within Florida Politics* workshop
 - Complete the six-week online course *The Adaptive Leader* and the six-week online course *Secrets of Agency Assessment & Development*
 - Attend a *Publics, Problems and Politics* workshop
 - Attend a *Working with the Media* workshop
 - Attend a *Communications Skills* workshop
 - Complete 14-hours of Project Experience and/or Additional Training



Tier Three - Advanced Leadership Training

- The third tier, *Advanced Leadership*, is designed to prepare employees to assume top leadership positions.
- Eighteen members of the first class are within a few months of completing the *Advanced Leadership* tier.



Objectives of the Advanced Leadership training tier:

- Learn personal, team building and communication skills.
- Learn the role of FWC within the larger governmental, stakeholder and citizen communities.
- Develop leadership and human dimensions skills to facilitate their interaction with the media, governmental, stakeholder and citizen communities.
- Complete special projects specific to individual talents and goals.

The following employees are expected to complete the Advanced Leadership tier this year. They will be our first group to complete the training:

Mike Allen, Joe Benedict, Robin Boughton, Donald Duval, Thomas Eason, Kate Haley, Jeff Hubert, David Johnson, Andy Krause, JoAnne Lane, Jerrie Lindsey, Tom Ostertag, Scott Sanders, Grady Smith, Lawson Snyder, Beth Stys, Melissa Tucker, Denise Warrick

Other leadership programs

- Other programs encouraged for our current and future leadership include:
 - Fellows in the nation's premier conservation leadership development program provided by the **National Conservation Leadership Institute**
 - Attendance at the Conservation Leadership Program of Study offered continually by the Association of Fish and Wildlife Agencies' Management Assistance Team.
 - Participation in The Wildlife Society Leadership Institute offered by The Wildlife Society to develop leadership skills in young wildlife professionals.



- **The Management Assistance Team (MAT)** works as consultants and trainers to assist fish and wildlife professionals with a wide range of agency management-related challenges. The MAT team is funded by a multi-state conservation grant through the Association of Fish and Wildlife Agencies (AFWA); therefore, MAT exclusively serves state fish and wildlife agencies at no charge for MAT products and services. Haddad is chairman of the AFWA Leadership and Professional Development Committee that oversees MAT and lead to the development of the **Conservation Leadership Program of Study** – A MAT created program that consists of a range of courses online and serves as the centerpiece of the State Fish and Wildlife Agencies Leadership Development Toolbox. Accomplished through instructor-led online learning, these courses are highly interactive, challenging, and content rich.
- **National Conservation Leadership Institute (NCLI)** - The NCLI is the nation's premier leadership development program designed to expand the leadership potential of natural resource conservation professionals. Housed at the National Conservation Training Center in Shepherdstown, WV, this 10 month program brings the best-of-the-best from state, federal, and private conservation organizations to learn leadership from nationally known, top leadership teachers including Marty Linsky, co-author of "Leadership on the Line," Meg Wheatley, author of "Leadership and the New Science, and others, creating extraordinary leadership for the future of fish and wildlife conservation. Haddad is a founding board member of this non-profit institute and Julie Jones, Nick Wiley, and Thomas Eason are graduated fellows.

Summary

- We have implemented a multi-phased plan for developing our future leaders in FWC.
- The first 5-year wave of Senior leaders leaving will be difficult to compensate for due to the loss in professional experience, history, and longer-term leadership understanding.
- We are ahead of many states and other Florida state agencies in planning.

