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CONFERENCE CALL
Mike Dombeck
with
Associate Chief & Deputy Chiefs
10 AM 1/27/96

Good morning & Happy Holidays

Sorry we can't meet face to face for this discussion but with the holidays and people using up annual leave we are in different places.

I've known most of you for a long time and look forward to working with you.

I'm in a very intensive information gathering mode and the purpose of this call is to initiate a dialog with each of you to get your thoughts on where the FS is and where it needs to go.

But first I'd like share a few thoughts about my mode of operation.

I'm very open door and open, some say almost to a fault. I don't want to be insulated from bad news. I'll only be upset if someone watches me make a mistake or go over a cliff and doesn't warn me.

AS you probably know, I'm not a stranger to the FS or to the Washington marketplace. I know a lot of FS employees and something about a lot of FS issues. But there is also a lot that I don't know. I've worked at every level of the National Forest System and as Jerry knows, I almost worked in research. I still believe that one of the best jobs in the Agency is to be a Research Project leader.

I intend to focus on creating an atmosphere that is needed for this Agency to be successful in its second millennium. A large part of this is strengthening and rebuilding relationships and developing new relationships. Reconnecting with our partners and local communities.

I know these are not easy times, but it is imperative that we focus as much organizational energy and resources on positive. We are spending way too much of time and energy embroiled in adversity.

I need a very tight knit top leadership team to achieve those goals.

Don't get me wrong. I'm not a polly anna. Timber sales and other issues will always be controversial.

And this is the very reason that State & Private Forestry, International, and Research are so important to this Agency. And

there are lots of things that National Forests systems does that are very popular and have very broad support. We need to highlight these. The negatives will be there and continue to be a challenge. Our challenge to counter the negatives with the many very positive things the FS does and make sure the people know it. We need to be doing things that every Member of Congress supports.

There is one basic marketing principle that applies across the board. Money flows toward things that people want. If we do our job well and tell our story to the people and build partnerships and reconnect with communities, Forest Service budgets will increase.

In the long term tradition of the FS and Gifford Pinchot I intend to function as the Chief Forest Conservationist of the United States. I certainly do not want to spend all my time on National Forest System issues. I want the Forest Service to be the best at what it does. And just us saying we are or want to be the best isn't enough.

When someone in Bend, in Ocala, at Iowa State or Cornell, or in China asks: What is the premier Conservation Agency in the world? The answer they should get is the United States Forest Service. When they ask what is the best forest research organization in the world? The answer should be, the United States Forest Service.

I plan on starting on January 6 with "no milling around" as Jack would say, "because the FS isn't very good at milling around."

Schedule for first day:

- 10 AM meet with ELT
- 11 AM meet with NLT
- 2 AM meet with all WO employees
- After 2 open house for employees

First 30 days I will focus on communications, look for input and digest work of transition teams.

Meet with ELT for 60 minutes every Monday for the purpose of team building and strategy.

First field trip Feb. 15.

I will have a Chief of Staff.

Before my first day, I need to meet each of you to get your perspectives and ideas:

Where is the FS today and how it got where it is.

Why are relationships so strained if not broken with the

Administration and with Congress? Neither the Administration nor Congress have confidence in the FS's ability to act or deliver.

Local relationships are stained. How can the FS reconnect with people locally? With communities?

Why are long term friends and supporters of the FS abandoning the FS or at best are skeptics?

Why is the FS leadership not functioning as a team?

These disfunction must be fixed as quickly as possible, certainly within the next two years. Or the next move is that outside forces may totally revamp the FS. We must deal with our own problems or someone else will fix them.

The Secretary has asked me to get things back on track.

I don't want to dwell on the past other than to learn from it.

I want to meet with each of you, individually, before the end of next week to hear your views and suggestions. Specifically how to get things back on track. And what role you can best play on the new team.

Phone Donna at 208-3801 and set up an appointment.

On the call: Dave Unger, Gray Reynolds, Joan Comanor, Clyde Thompson, Ron Stewart (Acting for Reimers), Jerry SESCO, Val Mezainis. Mark Reimers was absent.

I have known and respected you for a long time.

You have done a lot for the FS over the years.

I'm still in an information gathering mode and wanted the benefit of your thoughts.

What are your thoughts regarding where the FS is today and how it got where it is?

How did you pick up all the baggage and end up in a dysfunctional setting where no one could survive?

You have contributed much over the years earned a credible place in the organization and I will respect that.

How do you size up your situation?

What are your needs? Your plans? What can I do to help?

The Secretary has charged me with getting things back on track. The Administration and Congress have no confidence in the FS. The long term friends and supporters of the FS are abandoning the FS. Employees are taking sides. This disfunction has to be fixed with the next 2 years or the FS as we know it today won't survive.

The leadership of the FS is not functioning as a team. What suggestions do you have? This perception can't continue.

The Secretary has asked me to devise a plan to move forward quickly.

The FS desperately needs a team with a new vitality, right or wrong we can't look back.

The barriers between the FS and the Administrations can't continue.

Where you are now is a liability to your career and the FS.

What suggestions do you have for me to rehabilitate the FS?

Are you part of that barrier? Is there anything you can do to rehabilitate yourself? Is there a better place in the organization for you?

How can you help me make the changes needed?

CONFERENCE CALL WITH ASSOCIATE & DEPUTY CHIEFS

Happy New Year, Happy Holidays

USFS Problem-Solution List

January 4, 1998 Draft

PROBLEM

DESIRED SITUATION

ORGANIZATION-WIDE ISSUES:

Command and control.

Emphasize education, communication, facilitation, partnerships

- Reward employees exhibiting desired behaviors
- Develop working agreements with managers
- Communication from top management
- Fund field projects that include partners

Loyalty to agency

Loyalty to mission

- Make immediate personnel changes
- Reward employees exhibiting desired behavior
- Communication from top management
- Develop working agreements with managers

MANAGEMENT ISSUES:

Leadership of Chief not taken seriously

Organizational respect for the Chief's intent to implement the mission

- Strengthen Chief's Office immediately, i.e., in first 30 days including hiring a Chief of Staff to manage Immediate Office of the Chief and demand loyalty and accountability
- Make immediate personnel changes, e.g., in first 30 days move Deputy Chiefs and Forest Supervisors not performing

- Develop working agreements with managers

Schism between FS USDA/Administration and end runs Clearly understood and respected chain of command

- Secretary and Chief communicate the need for unity between FS and Administration working as a team, without it the FS will not survive
- Secretary responsible for assuring Administration support of controversial decisions
- Get Secretary and CEQ to agree upon and demand respect for chain of command
- Make immediate personnel changes, i.e., in first 30 days
- Place one or two top-notch Administration employees in Chiefs Office, i.e., counselor
- Establish joint FS-Administration-external team to review and develop options to deal with intractable issues (perhaps on a case by case basis).
- Solve FS problems within the FS

Antiquated non- responsive organization Modern efficient organization

- Immediately establish position of Associate Chief of Operations responsible for reinvention, organization, and business management
- Review reinvention proposals and implement desirable proposals
- Empower reinvention team to quickly develop and implement appropriate strategies

Antiquated financial systems Financial systems measure results related to Mission

- Associate Chief of Operations and Chief of Staff assess current financial teams' capabilities immediately
- Bring in private sector financial executive to recast systems as necessary to measure results related to mission, but in accordance with government reporting requirements and controls.

Marginal ability to measure results of employees

Create accountability and rewards

- Immediately develop working agreements with managers
- Bring in top-notch private sector Human resources consulting expertise immediately to make recommendations consistent with what is possible in public-sector
- Stress and reward out-of-box thinking.

POLICY ISSUES

Commodity orientation

Give balanced attention to recreation, ecosystems, sustainability. Institutionalize the ecosystem approach

- Move forward with regional assessments, e.g., Southwest
- Develop working agreements with managers
- Stress through communication from top management
- Reward desired behavior
- Fund field projects emphasizing, sustainability, e.g., riparian, recreation, forest health, etc.
- Focus Timber Staff on silvicultural techniques and adaptive management versus the present getting out the cut.
- Set policy of balanced multiple-use management and sustainability. Presently timber is 1st priority.
- Adopt acres treated forest health policy versus the present “log it to save it”
- Redesign management tools to fit ecosystem management
- Elevate visibility of riparian management and watershed health
- Communication of top management
- Call for a recreation summit

Community stability

Emphasize community relationships

- Develop working agreements with managers
- Communication from top management
- Establish stewardship councils
- Change regulations from current commodity production to sustainability
- Reward employees exhibiting desired behavior
- Initiate socio-economic research

Tense Congressional relations

Congressional partnership

- Appoint political counselor
- Appoint new Deputy Chief for Programs and Legislation from outside the Agency, perhaps a top-notch state forester.
- Require field managers to do Congressional briefings
- Develop strategy to get Congressional support for non-controversial and positive programs, e.g., State and Private Forestry, rural economic development and assistance, etc.

Little public involvement in policy process

Community-public involvement

- Require Regional Foresters to create citizen stewardship councils
- Reward managers for leadership in collaboration
- Develop working agreements with managers
- Require Regional Foresters to broaden their interaction beyond state foresters to include fish & game directors, land commissioners, state environmental quality directors, native American tribes, etc.

Salvage rider situation dominating the

Give pro-active attention to the problem

discussion

- Assemble opinion leaders to develop recommendations

COMMUNICATIONS ISSUES:

Negative public image

Emphasis on showcasing successes

- Communications Dir. To provide education and format for this to all field offices. Successes which are national in nature to be publicized out of WO
- Publicize “white hat” programs with broad public appeal, e.g., fish and wildlife, riparian, recreation, watershed health, Forest Legacy, Forest Stewardship, State & Private Forestry, etc.
- Reward employees for excellence in conservation communications and establishing results oriented partnerships

Unfocused Messages

Design messages for each constituency

- Define constituent groups
- Design communications media for each group
- Involve field staffs so that are not disempowered and their close contacts with constituencies can be utilized.
- Top management adhere to disciplined focused communication strategy
- Chief immediately revitalize the conservation bully pulpit

Communications reliant upon layers of goals and objectives without priorities

Clear thinking

- Communications Dir. To establish standards for simplicity of communication and framework for field units to work within

KEY INTERVIEW POINTS

- CREATING AN ATMOSPHERE THAT IS NEEDED FOR THE FOREST SERVICE TO BE SUCCESSFUL IN THE NEXT CENTURY.
- THE IMPORTANCE OF RELATIONSHIPS
 - EXTERNAL
 - INTERNAL
 - CONGRESSIONAL
 - ADMINISTRATION AND DEPARTMENT
- CHIEFS HAVE SPENT TOO MUCH TIME IN NFS CONTROVERSY
- CHIEF MUST FUNCTION AS CHIEF FOREST CONSERVATIONIST
- NEED A HIGHLY CREDIBLE TIGHT KNIT TOP TEAM
- KEY QUESTIONS
 - Where is the FS today and how did it get where it is?
 - Why are relationships so strained, if not broken with the Administration and Congress? Neither the Administration nor Congress have confidence in the FS's ability to act or deliver.
 - Why are local relationships strained?
 - How can the FS reconnect with local communities?
 - Why are long term friends and supporters of the FS abandoning the FS or at best skeptics?
 - Why is FS leadership not functioning as a team?
- THESE DYSFUNCTIONS MUST BE FIXED QUICKLY OR SOMEONE ELSE WILL
- FS MUST SOLVE ITS OWN PROBLEMS AND HAVE A STRATEGY TO CONTROL ITS OWN DESTINY
- *SPECIFICALLY HOW CAN WE GET THINGS BACK ON TRACK?*
- WHAT ROLE CAN YOU BEST PLAY ON THE NEW TEAM?

QUOTES:

history of absence of functioning team
we are not functioning as a team, internal competition is hurting us
get the team to make big decisions
too much time spent reversing each other
no trust for Washington decisions
relationships are badly fractured, can't be successful if things don't change
these are signals of lack of trust in leadership
need a Bd. of Directors, not fiefdoms.
atmosphere in Washington is far too competitive, very turf environment
intimidating environment
need to focus on the FS, not individual entities
no corporate view
agency is slow to recognize what society wants
agency doesn't like being questioned by the public
agency too commodity oriented
FS is over administered and under managed
too much competition between NFS, Res., S&PF
Employees have technical skills but lack soft skills, people skills, political skills
need people who can work across the political-career interface

INTERVIEW RESULTS

It is important that we understand and accept how others view us.

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Professional workforce of high expertise and dedication, science based politically astute, conservation legacy.

FS R&D&D is tops of its kind in world

IF is key linkage to global forces; 2-way flow of information and technology; keeps FS cadre well tuned and keyed to what is going on around the world.

S&PF is key to mobilize states and private land owners through cooperative programs and incentives; 2/3 of US lands at stake.

Professional, science based workforce that is diversifying.

NEPA record of the FS has completely turned around in court.

Multiple-use mission; still best solution to addressing growing population, resource demands and static to shrinking wildland areas.

Chief is Chief Forest Conservationist of US, then Chief of FS.

Emphasis on ecosystem mgmt, stewardship, health of the land.

Employees want a piece of the decisions, want general guidelines and want to be held accountable.

NLT is a good sounding board for decisions.

Employees are on a continuum from commodity to preservation

FS Ethics and Course for the Future is on target.

Good relationship with OGC

Good Legislative Affairs Director

Sirmon leadership and facilitation skills training is good

Trading Post is working good

Nat. Leadership Conf. at Manitu last summer was good

Continuous Improvement process is good, revitalize it.

Employee Associations have potential

National Forest Foundation has great potential

Recreation is a positive growth area, future support base for agency

2002 Olympics have a very positive potential

Research has been the long term foundation that has given the FS staying power

Research has the potential to put a positive spin on lots of issues

RF's & SD are a good team

Our tent is big enough for all points of view, from Pinchot to Muir

the we - they Between WO and the field is starting to wain

Challenge deputies to put better linkages across areas, Executive Leadership Team needs to build team spirit..

Need to be more proactive and prospective.

No time for creative proactive thinking

Pace hasn't allowed inter relationships to develop

Downsizing has put people in a basic survival mode

Too much hands on from the Dept., fundamental operating style has been a problem

They place blame without the facts

There is more common ground that we have chosen to rally around

Employees see lack of leadership

FS used to care for and value individuals, current behavior doesn't reflect that

We are not functioning as a team, only internal competition, desperately need team building

FS has no credibility, building relationships is a key, credibility is based on relationships.

FS is too slow to recognize what society wants, doesn't like being questioned by society, too commodity oriented.

~~Agency doesn't know how to deal with changes in societal values. People sue at the drop of a hat.~~

Newer employees are more apt to question, mgmt and go external. FS doesn't know how to deal with this.

FS too much command and control, over administered and under managed

Employees have good technical skills, but lack soft skills, people skills, lack political skills

The icon of the Office of the Chief is a cop out, employees expect the Chief to have all the answers

Team should make decisions on big things. Too much time reversing each other.

Mistakes are used as self-fulfilling prophecies.

State Foresters are worried that all the FS is interested in is NFS.

Can't manage because of current conflicts in the laws

Why can we do so well in emergency situations and so bad on everything else.

Inability to fill jobs, get people in place

FS has ignored some important signals.

FS no longer spends time around the table with Congress, no longer nurture Cong relationships
FS needs to reintroduce itself to key members of Congress.

Most attention to controversial NFS issues, haven't taken advantage of white hat issues

No sense of a corporate team, too much unhealthy competition, lack of trust

There has to be trust.

Toughest job is working with Administration

FS doesn't see mission the same as regulatory agencies, relationships are strained

We have gotten away from relationships with local leaders, some new employees don't believe that strong local relationships are important.

We don't do a good job of signing the National Forests

Financial mgmt is a major problem

Too much competition between NFS, RES, S&PF, need to be outcome oriented

There is a legacy of WO not teaming, RF's have gotten more cohesive

Need to get leadership on proactive issues, pick issues carefully

Consider role shift between WO and field

WO work the networks and be the FS ambassadors, and oversight and review
let field decide the how to, let field do policy development

Need people who can work across political-career interface

Team not working, spending too much time of the issue de jour.

Hill is unhappy with lack of briefings.

Need to solve problems together — more for 2nd last

Need to do some progressive legislation or regulation changes, we can't just react.

Too many people opposed to new ideas.

Chief and Staff are very talented but not very effective influencers. We need to be better influencers.

FS has lost its way, get serious about strategic leadership training.

Relationships with DOJ, CEQ, Congress, etc need to be fixed quickly. Lack of confidence in FS, need fresh faces that people have confidence in. ~~This~~ should be the highest priority, building relationships. *this is a*

We Trusted individuals are needed to represent the FS

Relationships are the life blood of our future.

DOJ, CEQ, etc. don't have anyone they trust to get answers from. Trusting relationships are needed for individuals to represent the FS

Fill Deputy for Admin quickly

If there isn't confidence in leadership, change it, just do it with respect

Financial health is a disaster

Do meeting critiques with an open atmosphere

As long as budget is timber driven the agency won't change

Agency de-values the needs of the Administration while some FS professionals perceive themselves as clean. We need to legitimize the needs of the Admin in the FS.

Need to change the image of research = reductions in timber and grazing.

State Foresters expect Chief to have leadership on US forest Mgmt. Need to recapture this area. They can be strong supporters

Fix areas that are not functioning properly and fix them before they blow out. Catch things before they unravel and become costly problems.

Work force environment is a big problem. FS has been fractured by employee organizations. We don't want to talk about this as an organization. Toward a multi cultural org is a good document but just sitting there. FS need to deal with this issue.

Relationships are fractured badly, can't be successful if things don't change, micro management is a signal that there is lack of trust.

Part of the problem is FS intransigence to compromise, we'd rather fight than switch, we take too hard a line, we need to try something different than what is in our own minds.

Need a Board of Directors rather than fife-fiefdoms, make it a performance requirement.

Admin is looked at as 2nd class citizens that are a drain on us. We don't have a corporate sense of the importance of the Admin.

Put more meat on the bones of collaborative stewardship. We need to be facilitators, then figure out how to get it done. Locals must participate enough to be supportive

Diversity

Micro mgmt is a response of poor relationships and lack of trust. Chief can't do it alone.

We need to get costs down. We have too much costly process and we have it because the public doesn't trust in what we do. Today people want participatory Democracy.

Agency has a traditional way of doing things, it needs to be flexible and try new things.

Agency hasn't taken advantage of the partnership with Administrations. Administration and FS must break down barriers and work as a team.

Use employees to bolster Congressional and Administration relations. We must have a corporate approach. We have too many employees freelancing.

Dean's and others haven't been harnessed to support us. We need to reach out to non-traditional constituencies.

The owner of the store should never negotiate. Use the Deputies to give Chief breathing room.

Budget is an outrageous mess, why does everything have to be so cumbersome. Why do we put so much time in the front end when we use so much process to allocate it on the back end.

Our reaction to negative criticism is to tell people what the law is, like engineers. We need to listen first and work with people. Just this simple change in approach will fix most of our problems.

No one seems to take personal responsibility for getting things fixed. The Chief can't shoulder all the responsibility.

We talk collaboration, but our culture is that we can do it alone. We are perceived as arrogant.

Employees don't trust management.

I'm disappointed that our partners aren't with us or for us in these tough times.

Washington Office needs to be used by the Chief.

We haven't been smart about picking our battles. We can't battle all fronts.

We need to solve problems together

There never has been anything that we haven't been able to do.

INTERVIEW RESULTS

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FS is a prime delivery agent for domestic and foreign policy re forestry, conservation, rural economic development and tourism.

Professional workforce of high expertise and dedication, science based politically astute, conservation legacy.

NFS unparalleled natural, cultural, economic values to US; generational heritage.

- FSR&D is tops of its kind in world

IF is key linkage to global forces; 2-way flow of info and technology; keeps FS cadre well tuned and keyed to what is going on around the world.

- SPF is key to mobilize states and NIPFs through cooperative programs and incentives; 2/3 of US lands at stake.
- Professional, science based workforce that is diversifying.

Best NEPA in Fed. Govt and best balanced decision making.

- NEPA record of the FS has completely turned around in court.

Multiple-use mission; still best solution to addressing growing population, resource demands and static to shrinking wildland areas.

Chief is Chief Forest Conservationist of US, then Chief of FS.

Emphasis on ecosystem mgmt, stewardship, health of the land.

- Appointment of multi cultural members to Chief & staff assures other points of view are considered.

Newer employees are more open to question.

Employees want a piece of the decisions, want general guidelines and want to be held accountable.

NLT is a good sounding board for decisions.

Employees are on a continuum from commodity to preservation

- FS Ethics and Course for the Future is on target.

- Good relationship with OGC

- Good Legislative Affairs Director

Sirmon leadership and facilitation skills training is good

Trading Post is working good

Nat. Leadership Conf. at Manitou last summer was good

Continuous Improvement process is good, revitalize it.

Employee Associations have potential

- National Forest Foundation has great potential

Friends of the Forest can be very helpful

Parts of FS have lots of things that can be positive

Recreation is a positive growth area, future support base for agency

2002 Olympics have a very positive potential

Research has been the long term foundation that has given the FS staying power

Research has the potential to put a positive spin on lots of issues

RF's & SD are a good team

Out tent is big enough for all points of view

- the strong we - they Between WO and the field is starting to wain
-

- Challenge deputies to put better linkages across areas.

- Need to be more proactive and prospective.

- No time for creative proactive thinking

- Deputies don't engage as a group, only react

- Pace hasn't allowed inter relationships to develop

- Downsizing has put people in a basic survival mode

Too much hands on from the Dept., fundamental operating style has been a problem

- Mgmt dysfunction in NRE, a gottcha mode

Micro management from NRE, and CEQ

They place blame without the facts

- There is more common ground that we have chosen to rally around

- Employees see lack of leadership

- FS used to care for and value individuals, current behavior doesn't reflect that

We are not functioning as a team, only internal competition, desperately need team building

- Very dysfunctional, esp. Visible during budget meetings, fight for individual programs. No corporate view.

FS has no credibility, building relationships is a key, credibility is based on relationships.

- FS is too slow to recognize what society wants, doesn't like being questioned by society, too commodity oriented.

- Newer employees are more apt to question, mgmt and go external. FS doesn't know how to deal with this.

- Agency doesn't know how to deal with changes in societal values. People sue at the drop of a hat

- FS too much command and control.

- FS is over administered and under managed

ELT needs to build team spirit

- Employees have good technical skills, but lack soft skills, people skills, lack political skills

- The icon of the Office of the Chief is a cop out, employees expect the Chief to have all the answers

- Team should make decisions on big things. Too much time reversing each other.

Mistakes are used as self-fulfilling prophecies.

Mistrust and too much reliance on informal networks.

- State Foresters are worried that all the FS is interested in is NFS.

NFS unwilling to share decision making

No trust for Wash DC decisions

- Can't manage because of current conflicts in the laws
- Why can we do so well in emergency situations and so bad on everything else.

Inability to fill jobs, get people in place

FS has ignored some important signals.

- FS no longer spends time around the table with Congress, no longer nurture Cong relationships
FS needs to reintroduce itself to key members of Congress.

Most attention to NFS issues, haven't taken advantage of white hat issues

- No sense of a corporate team, too much unhealthy competition, lack of trust

There has to be trust.

- Toughest job is working with Administration

Must speak with Admin with one voice.

FS doesn't see mission the same as regulatory agencies, relationships are strained

- We have gotten away from relationships with local leaders, some new rangers don't believe that strong local relationships are important.

We don't do a good job of signing the National Forests

Financial mgmt is a major problem

Need to do better at message with local and national media

Too much competition between NFS, RES, S&PF, need to be outcome oriented

There is a legacy of WO not teaming, RF's have gotten more cohesive

Need to get leadership on proactive issues, pick issues carefully

- Consider role shift between WO and field

WO work the networks and be the FS ambassadors, and oversight and review
let field decide the how to, let field do policy development

- Need people who can work across political-career interface

Team not working, spending too much time of the issue de jour

Need to solve problems together

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- Too many traditional people in WO, opposition to new ideas

Need to do some progressive legislation, we can't just react

ESP list is very time consuming, has served its purpose and should be abolished

- FS has lost its way, get serious about strategic leadership training. Need incentives to go back to DC. Get more field knowledge in DC

Atmosphere in DC is far too competitive, it's an intimidating environment, turfpy, need to focus on the FS not the individual.

- Relationships with DOJ, CEQ, Congress, etc. Lack of confidence in FS, need fresh faces that people have confidence in. This should be the highest priority, building relationships

DOJ, CEQ, etc. don't have anyone they trust to get answers from. Trusting relationships are needed for individuals to represent the FS

Fill Deputy for Admin quickly

- If there isn't confidence in leadership, change it, just do it with respect

Financial health is a disaster

Do meeting critiques with an open atmosphere

- As long as \$\$ got to timber the agency won't change

- Agency de-values the needs of the Administration while some FS professionals perceive themselves as clean. We need to legitimize the needs of the Admin in the FS.

- Need to change the image of research = reductions in timber and grazing.

- State Foresters expect Chief to have leadership on US forest Mgmt. Need to recapture this area. They can be strong supporters

Fix areas that are not functioning properly and fix them before they blow out. Catch things before they unravel and become costly problems.

- Work force environment is a big problem. FS has been fractured by employee organizations. We don't want to talk about this as an organization. Toward a multi cultural org is a good document but just sitting there. FS need to deal with this issue.

Relationships with Cong are not good, they are really important.

Not a good team, esp in WO, too fragmented

- Relationships are fractured badly, can't be successful if things don't change, micro management is a signal that there is lack of trust.

Part of the problem is FS intransigence to compromise, we'd rather fight than switch, we take too hard a line, we need to try something different than what is in our own minds.

Need a Board of Director in DC rather than fife-fiefdoms, make it a performance requirement.

Admin is looked at as 2nd class citizens that are a drain on us. We don't have a corporate sense of the importance of the Admin.

Must get on top of financial mgmt and civil rights

Put more meat on the bones of collaborative stewardship. We need to be facilitators, then figure out how to get it done. Locals must participate enough to be supportive

Micro mgmt is a response of poor relationships and lack of trust.

WO team is non-functional, too much territoriality. Chief can't do it alone.

Make room in the tent for divergent opinions

CHEIFS' SUMMIT NOTES

Key questions:

- What is the future support base of the Forest Service?
- How can the Agency best cultivate that support base?
- What should the Forest Service and the Chief do different in the coming decade?

JM We haven't been able to communicate the conservation message. There is lack of public understanding and lack of media support.

MP We talk about science and facts. Those opposed and those most successful talk about values. ***Speak to people in terms of bedrock values.*** Pinchot said, "we didn't come here to stop the ax but to train it."

DR There is a general lack of confidence in Government.

JT We have evolved into preservation of biodiversity.

MP Schism between Congress and the Administration
FS has had some hard blows over the past decade: catastrophic fires, timber theft issues, image that FS doesn't care about people, general disaffection of the West with land management agencies.

DR We need balance and flexibility of laws.
Not optimistic re laws with interaction of courts.

JM There is a general disaffection with government.
What are our alternatives? Will it go away? Can we hunker down?

MP Can a commission help buffer the controversy? 5-7 members with the Chief on a term appointment not in cycle with Administration.

MD Forestry as a profession is hung up on the past, timber sale prep. etc. Need to look ahead to things that are popular, like urban forestry. Everybody loves trees. Foresters do more than cut trees, they help grow them.

JT Discussed the splits between segments in SAF.

DR FS hit 12 billion mbf in my tenure.
FS is more in sink with the urban public than we think we are. This has hurt us with small local communities. FS is also in better sink with general public than we realize. Just hunker down and hold the line, we are where the public is.

MP Doesn't think the public is with us. Public is defining environmentalism different than we are.

Congress has the constitutional authority to regulate public lands.

Can't just tinker with the system. Reduce the WO to 100 people. Change the role of the Regional Offices.

DR Gore and Watt are the bookends to work between.

JT Chief can't get to high Administration officials re forest or conservation issues.

DR Time to hunker down.

MP Doesn't agree. Maybe time to do something dramatic. What?

DR Push as much of our resources to the field. That's where our support is.

MP Push local initiatives.

DR Likes my core message about water, etc. but thinks I should add *satisfy the needs of people*.

MP Talk more about the condition of the forest rather than the health of the forest.

Forest Management...its about people sharing

Talk about outputs in terms of values.

Use words that communicate values

Legacy, heritage, etc.

JM How can we tie into better marketing? Hire outside firms etc.

DR Encourage people & employees to do innovative things and back them up.

JT Employees are paranoid and hunkered down. Employees don't feel supported.

DR Core problem is managing the National forests. Urban forestry won't solve NFS problems. Get field initiatives going. Back up people in the field

MP *Talk about people sharing, the need to share.*

MD FS over the last decade has been dealing with the extremes. How can we get support of the mainstream or middle of the spectrum.

DR Sedona--200 prominent citizens had a 3 day retreat. **FRIENDS OF THE FOREST.**
Have contributed 14,000 volunteer hours.

MP **WORK UP A STRATEGY TO WORK WITH RETIREES.** They need to be part of
the solution.

25%	20%	20%	25%
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most liberal
democrats

BALANCE OF POWER

most conservative
Republicans

These are our ally who will help us

DEVELOP A STRATEGY TO WORK WITH THESE

JM Who else could help the FS? Governors

MD Discussed DC initiative

MP 100 Sedona's are better than 1 DC initiative

DR Push the field and support it. That's where we have control. FS has little control in DC.
In DC FS should be very selective.

MD Where can the FS & society intersect? Discussed the CCC days and post war timber -
housing boom that help make US a culture of single family homes.

MP Drucker's top exec has no one working for him, top exec delegates everything.
Organization works for CEO rather than the people.

Forget legislation for the next 3 years.

Consider going to individual forest budgets. Pilot test unit/NF funding in R 8&9

DR Move out with a big idea....Do FS budget different.
No new starts on forest plans. Disband planning teams. Ruthlessly streamline planning

MP Will write draft legislation re streamlined planning process with Columbia Basin as the
pilot.

DR How can X-Chiefs' help?
Size up opportunities bold moves or hunker down? Where is the day light for the FS?

What is the most overarching lesson you learned as Chief?

In your opinion, What is the single most important decision you made as Chief and why?

In your opinion, what is the single most important mistake you made as Chief and Why?

What kinds of information do you wish you would have had more of to make decisions?

What is the single most important activity/thing a Chief can do to build credibility for the agency?

How would you describe the Forest Service of 2005 (in terms of size, program emphasis, organizational structure, etc.)?

In thinking about some of the major issues (spotted owl, below cost timber sales, etc.) You dealt with as Chief, what could/should you have done differently to get ahead of the issue?

What processes/mechanisms can/should the agency put in place to better anticipate issues, i.e., how can we become more proactive rather than reactive?

Should we depend more on our scientists to serve as “ prophets” or “predictors” of future events?

Strategy to get ahead

1. Clear and consistent message -

We are going to focus on sustainable ecosystems - healthy forests and rangelands - that meet needs of people. Vegetation management is a tool to accomplish.

2. We are going to work together, internally and externally. Collaborative planning and management are the model.

3. We are going to continue to strengthen partnership between science and management.

4. We are going to streamline business and management processes - NEPA, special use permits, forest planning

5. We are going to stress accountability for

- civil rights
- working together
- financial management
- using science
- using funds appropriately
- monitoring & evaluation

6. We are going to demonstrate on-the-ground needs to Administration and Congress for permit administration, land ownership actions, recreation and research coordination, road management, ecosystem management

7. We are going to use early intervention programs and alternative dispute resolution to minimize conflicts

8. We are going to celebrate success

Where is FS today?

In transition to focus on sustainability

Employees on a continuum from those who measure success by production to those who value collaborative management

Why are relations strained and broken

with Administration?

Ineffective & negative policy leadership
Micromanagement
Disbelief in decentralization
Self-fulfilling prophecies - FS mistakes viewed as conspiracy
Mistrust - reliance on informal networks;
attitude of guilty until proven innocent

with Congress?

Belief that FS wants to eliminate Smith
Parrot and grazing
Perceptions that Administration not trustworthy
Inadequate communications with Hill

Why don't they have confidence in our ability to work?

Administration:

Conviction that FS is dominated by commodity production, white males; in grown
We vs. them - conspiracy against NRE
Financial management and accountability
Belief that agency ignores science or uses poor science

Congress:

Politics drives decisions
FS unable to make professional decisions stick
Micromanagement
Financial management and accountability

Why is there a lack of connection at local level?

Perception that agency is driven by environmental agenda

Perception that agency is driven by commodity agenda

Perception that decisions are made at the top

Excessive process isolates employees from interaction with public and on-ground work

Why are long-term supporters skeptical?

Funds not getting to ground

Funds not being spent on specific projects

Agency values NFS above all

Why is FS not functioning better as a team?

NFS dominance - unwillingness to fully share decision-making

Personal agendas [hazard of loyalty to "mission"]

Traditional leader unwilling to invest in team approach

Lack of confidence in team memberships

Why are employees choosing up sides?

Personal agendas

Inadequate interaction between science and management

Perceptions of unequal treatment formed by
repetitive allegations