



ASSOCIATION *of*
FISH & WILDLIFE
AGENCIES

LEADERSHIP AND PROFESSIONAL DEVELOPMENT COMMITTEE

Chair: Kendra Wecker (OH)

Vice Chair: Mark Tisa (MA)

Tuesday, September 26, 2023, 10:00 AM – 12:00 PM (Mountain Time)

Macleod E2 – Lower Level

Association of Fish & Wildlife Agencies 113th Annual Meeting

Commented [GJ1]: Date is incorrect

Agenda

10:00	Call to order, Welcome, Introductions	Kendra Wecker & Mark Tisa
10:15	Update on “Great Presentations” webinar	Bettina Fiery
10:30	MAT Promo video	Gina Jackson-Krusinski
10:50	Draft Needs Assessment Survey	Bettina Fiery
11:15	American Fisheries Society PD	Doug Austen
11:30	Western Regional Leadership Initiative	Jim Fredericks
11:45	NCLI Alumni Conference	Gina Jackson-Krusinski
11:55	Closing	Kendra Wecker & Mark Tisa
12:00	Adjourn	

Committee Charge

[LPD Committee Charge](#)

Related to this strategic priority of the Association, the Leadership and Professional Development Committee plays a primary role in guiding actions of the Association that develops tools and programs to help AFWA members develop new generations of conservation leadership who are prepared to address current and future conservation needs in their state, region, across the US, and Canadian Provinces. The Committee charge is to:

1. Provide oversight and direction to the AFWA Management Assistance Team (MAT)

Work with MAT to provide guidance from Organizations regarding identified issues and concerns about the [current and future] work force so that MAT is most effectively targeting the most important leadership development and agency management needs of state fish and wildlife agencies and AFWA members.

2. Create and foster leadership development activities that may be used by AFWA

Member Organizations - Facilitate development, guidance, support, and ongoing continued improvement of a Leadership Development Initiative, based on identified Organization needs, to provide training and consulting services to AFWA Member Organizations that will help them best address leadership development. Facilitate and lead development of a Leadership Institute that provides exceptional training and networking opportunities for the next generation of conservation organizations' top-leaders.

3. Communicate with AFWA members on trends related to current workforce issues, leadership development, and professional development

– Communicate with AFWA Members and disseminate state-of-the-art knowledge on workforce trends and issues, latest information, and “Best and Improved Practices” in leadership development. Provide resources so members may share their knowledge and experiences and a forum to share member experiences.

4. Coordinate with the National Conservation Leadership Institute Board of Directors

– Work with the National Conservation Leadership Board of Directors and Director to facilitate state fish and wildlife agencies and other AFWA Member Organizations involvement in the National Conservation Leadership Institute and provide continuity in leadership development programming.

*****DRAFT*****

Dear Director-

AFWA's Management Assistance Team (MAT) is funded by a Multistate Conservation Grant. MAT is charged with increasing the leadership capacity and agency effectiveness within state fish and wildlife agencies and the conservation community through leadership and organizational development initiatives, training, consulting, and support of the National Conservation Leadership Institute (NCLI). MAT's work is guided by the AFWA's Leadership and Professional Development Committee (LPD).

The LPD Committee seeks your assistance with guiding MAT's work through this leadership survey. To best serve your *leadership* and/or *organizational* needs, we ask you to take approximately 30 minutes to complete the following needs assessment/survey with the Director and key individuals who have knowledge of your agency's employees' leadership development. Results of this survey will be shared during the LPD Committee meeting at the North American Fish and Wildlife Conference (March 2024).

This *needs survey* is a process used by AFWA's MAT to determine priorities, make improvements, and/or allocate resources. Your responses will help determine the needs, or gaps, between where your agency envisions itself in the future and the agency's current state.

PLEASE COMPLETE THIS ASSESSMENT BY November 1, 2023.

Name of Agency:

Contact Name:

Email:

Phone:

Thank you in advance!

Questions, Comments, or Inquiries can be sent to bfiery@fishwildlife.org

WOULD YOU LIKE MAT TO CONTACT YOUR AGENCY ABOUT DEVELOPING OR IMPROVING YOUR PROFESSIONAL DEVELOPMENT PROGRAM?

YES _____ NO _____

IF YES, WHOM SHOULD WE CONTACT? _____

WHAT PROFESSIONAL AND/OR ORGANIZATIONAL DEVELOPMENT CHALLENGES WOULD YOU SEEK ASSISTANCE FROM THE MAT?

- Employee engagement
- Recruitment/retention
- Orientation/Onboarding
- Greater understanding on the Return on Investment (ROI) for leadership development i.e., Succession Planning, Learning Organizations, Goal Alignment, Performance Reviews
- Other:

WHAT ELEMENTS OF LEADERSHIP DEVELOPMENT ARE MISSING OR DO YOU SEEK IN YOUR AGENCY OR AGENCY'S LEADERSHIP DEVELOPMENT PROGRAM?

What problems does your agency face and the opportunities you see for the future? What courses below can help your agency manage these problems and generate greater opportunities?

- Adaptive Leadership
- Conflict Management
- Motivated Staff
- Effective (Good) Governance for Commissioners
- Interpersonal Skills, Customer Service
- Empowerment

- Managing Change
 - Decision Making
 - Team Effectiveness/Developing High Performance Teams
 - Emotional Intelligence
 - Communication Skills
 - Self-care
 - Systems Thinking
 - Workforce Performance Planning
 - Diversity, Equity & Inclusion
 - Other: _____
-

WHAT ELEMENTS OF MANAGEMENT SKILLS ARE MISSING OR DO YOU SEEK IN YOUR AGENCY OR AGENCY’S TALENT DEVELOPMENT PROGRAM?

- Negotiation
- Organization
- Prioritization and goal setting
- Project Planning
- Delegating
- Budget Management
- Team Management

WHAT ELEMENTS OF TECHNICAL SKILLS ARE MISSING OR DO YOU SEEK IN YOUR AGENCY OR AGENCY’S TALENT DEVELOPMENT PROGRAM?

- Presentation Skills
- Writing
- Supervisory Skills (Performance Reviews, Corrective Action)

ACHIEVING THE GREATEST LEARNING OUTCOMES REQUIRES REPEATED ACTIVITIES, THE OPPORTUNITY TO APPLY THEORY, AND EXPERIENCE NEW OPPORTUNITIES. HOW DOES YOUR AGENCY SUBSIDIZE EMPLOYEES FOR PROFESSIONAL GROWTH AND DEVELOPMENT?

- AGENCY PAYS 100% _____
- AGENCY PAYS 100% UP TO \$ _____
- AGENCY PAYS 0%

- EMPLOYEE PAYS UPFRONT AND RECEIVES _____% REIMBURSEMENT UPON COMPLETION OF COURSE (S)
- OTHER

HOW CAN MAT HELP YOU SUPPORT YOUR EMPLOYEE (S) WITH CONTINUED LEARNING?

(Select all that apply)

- CONTACT _____ WHEN AN EMPLOYEE REGISTERS FOR A COURSE
- CONTACT _____ WHEN AN EMPLOYEE DROPS A COURSE
- WHO DO WE CONTACT TO HELP MARKET OUR PRODUCTS & SERVICES _____?
- DIRECTORS LINE
- CALENDAR OF EVENTS ON WEBPAGE
- OTHER: _____

PRIORITIZE THE EMPLOYEE LEVEL YOU ARE INTERESTED IN TARGETING FOR LEADERSHIP DEVELOPMENT.

- Front-Line Staff
- Mid-Level Supervisors
- Senior Management
- Junior Employees
- All Employee Levels

PRIORITIZE WHICH LEARNING MODALITY YOUR AGENCY IS MOST INTERESTED.

- Live Webinars
- On-Demand Webinars (1-2 hours in length)
- Instructor led online courses (2-8 weeks at 2 hours a week)
- Self-paced online courses
- Agency Focused Workshops (In-person workshop (s) provided to a specific agency)
- Regional Workshops
- National Workshops

PRIORITIZE INTEREST LEVEL IN THE FOLLOWING PROGRAMATIC TYPES:

- Agency-Based Cohort Leadership Development Series
- Young Professional Leadership Development Series
- Systems Thinking Series Development

- Other Series Offering: _____
- Single Course Offering, as Needed

FROM YOUR PERSPECTIVE, HOW FAMILIAR ARE YOUR EMPLOYEES WITH ADAPTIVE LEADERSHIP?

- Very Familiar
- Somewhat Familiar
- Not Familiar

TO WHAT DEGREE IS YOUR AGENCY INTERESTED IN AN INTENSIVE, ADAPTIVE LEADERSHIP PROGRAM?

Agency Focused (*Agency Personnel Only*)

- No interest
- Little Interest
- Somewhat Interested
- Very Interested

State Focused (*Agency AND Other Constituents/Conservation Organizations*)

- No interest
- Little Interest
- Somewhat Interested
- Very Interested

Regional Focused

- No interest
- Little Interest
- Somewhat Interested
- Very Interested

If you would like someone in your agency to receive news and announcements about our offerings, please enter their email address here: