



2007 Annual Report

The Management Assistance Team

of the Association of Fish and Wildlife Agencies

Better Conservation Through Better Managed Fish and Wildlife Agencies

2007

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The Management Assistance Team is a project of the Association of Fish and Wildlife Agencies funded through a Multistate Conservation Grant.

ASSOCIATION OF FISH and WILDLIFE AGENCIES

Matt Hogan
Executive Director

Ron Regan
Resource Director

LEADERSHIP and PROFESSIONAL DEVELOPMENT COMMITTEE

Chair: Ken Haddad, FL FWC

Vice Chair: Curtis Taylor, WV DNR

Dave Chanda, NJ DFW
Alan Clark, UT DWR
Emily Cope, SC DNR
Banky Curtis, CA DFG
Gloria Diaz, AZ GFD
Ron Fox, TN WRA
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Fred Harris, NC WRC
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Rick Lemon, WV, USFWS
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Bernie Matscavage, PA FBC
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Richard Palmer, PA GC
Corky Pugh, AL DWFF
Carl Roe, PA GC
Duane Shroufe, AZ GFD
Marc Scow, MT DFWP
Patricia Stewart, MI DNR
Judy Stokes, NH FGD
Jeff Vonk, SD GFP

MANAGEMENT ASSISTANCE TEAM

Dwight Guynn
Project Leader

Sally Guynn
Project Leader

Jacob Faibisch
Project Leader

Gina Main
NCLI/MAT Projects &
Creative Manager

Donna Reeves
Office & NCLI Grant Administrator

Sally Ann Hardy
Training Services Administrator

2007: MAT's Service & Accomplishments

BY THE NUMBERS

1

New Workshop Developed

11

National Scope Projects

24

Consultations

71

NCLI Fellows and Alumni

322

Workshop Participants

7,908

Training Hours

1

World-Class Leadership Institute

Since MAT was reprioritized to focus on leadership development in 2005, our program has been incredibly dynamic and productive. We retooled our offerings, developed easily identifiable products and product lines, and continued to offer our state fish and wildlife agency clients high quality products and services at a high value. While in 2006 we were still developing courses, 2007 was all about full implementation.

MAT delivers services in three program areas: State-focused leadership development, the National Conservation Leadership Institute (NCLI), and consulting services. MAT had significant accomplishments in each program area. Our online courses are growing in popularity, the NCLI continues to gain extraordinary recognition for the program quality and quality of the Fellows completing the program, and our state agency clients continue to have a high demand for our consulting services.

The National Conservation Leadership Institute started its second class of Fellows in fall 2007. Since program inception, MAT has served as the Institute's staff and has been instrumental in the program's success. There are now 71 NCLI Fellows and alumni, and as the NCLI continues, more NCLI graduates will mean more leadership capacity among the conservation community's incoming upper echelons. The NCLI requires tremendous effort from all MAT staff members.

We are most proud that our relatively small 6-person team continues to maintain such a high level of productivity. Through a combination of face-to-face and online learning opportunities, MAT's training services are reaching a large portion of state fish and wildlife agencies. In 2007 our state leadership program course participants received a total of 7,908 contact hours of training, a 14% increase over 2006. Employees from 38 states received MAT training services through 22 workshops. We had 24 consulting projects serving 10 states directly; 11 of our consulting projects were of national scope benefiting all states.

MAT continually searches for ways to deliver our programs more effectively, and in 2007 we fully implemented our National Faculty program to help us better deliver our online leadership courses. MAT certifies and mentors the National Faculty before they instruct our online courses, and MAT now has four active members of the National Faculty.

In 2007 we saw a spike in interest in workforce planning among state fish and wildlife agencies, and workforce planning already looks like it will be a principle focus for our consulting services in 2008. MAT has launched a regional workforce planning workshop to be held at the National Conservation Training Center in July. MAT works directly with our state agency clients to help them identify key positions and strategies to keep their agencies moving forward in the face of high retirement rates. In 2008, MAT also expects that workforce planning will be a high demand consulting request.

Leadership Development Impact – I³

Impact³

The combination of contributions to intelligence, infrastructure, and implementation has leveraged the impact of MAT's leadership development efforts to what we like to call "the third power", or I³. MAT has focused its efforts to make continual dents in a somewhat daunting challenge, that is, the challenge of developing the state fish and wildlife agencies' workforce to take over the leadership reins as agency seniors continue to retire. It's like turning a major ocean liner around in the sea by using the little trim tab on the big rudder to make incremental adjustments.

Since we know that small changes really can pave the way for overall change to occur, we look at the impact of the resources MAT has developed for the states to use in leadership development. We are excited with the progress that is being made. We encourage more states to give us a call and let us help you do what you need to do, in your time, in your way. Just give us a call.



Intelligence

In 2007, MAT contributed to the impact by:

- Finding the best minds, best speakers, best texts, and contributing to the body of knowledge on teaching leadership, developing programs of leadership development, etc. that will work best for state fish and wildlife agencies.
- Keeping the leadership development challenge and its level of urgency and importance in front of the directors.
- Continuing to learn and developing our own individual and team capacities by getting advanced degrees, teaching at universities, taking classes, etc.

Infrastructure

In 2007, MAT contributed to the impact by:

- Developing additional workshops with train-the-trainer components for states to develop their own instructional cadres.
- Institutionalizing our databases to keep track of progress of those who take MAT courses and who are Fellows in the NCLI.
- Developing evaluative methods for conducting 360° performance reviews of NCLI Fellows; capturing feedback from all participants of our workshops and courses.
- Reorganizing roles and functions on the team to optimize skills, leverage experience, and best meet needs of conservation leadership development.

Implementation

In 2007, MAT contributed to the impact by:

- Developing a new program: the Conservation Leadership Program of Study that individuals can complete on their own in states without a leadership program or as part of a state's program.
- Helping the NCLI continue to soar through training and development of its second cohort of Fellows.
- Observing and consulting with individual states to enhance and expand their leadership programs.
- Conducting face-to-face classroom leadership courses with train-the-trainer sessions so that states hosting these courses can begin to teach the courses on their own.

What do you need to raise your agency's I³?

Taking the trim tab example, there is no effort too small in helping your employees to develop themselves in the area of leadership. As Sharon Parks says in her book, *Leadership Can Be Taught*, "We need to probably look at multiple approaches to meet individual needs." So, a place for state agencies to begin is by deciding what combination may help you and your agency's workforce the best. Is it allowing, or better yet, encouraging employees to take some of MAT's online leadership courses? Is it formalizing a development program wherein you take advantage of MAT's new Conservation Leadership Program of Study (CLPS)? Is it having MAT come out to meet with your management team and facilitate/discuss how you might want to move forward? Is it providing some face-to-face training with train-the-trainer segments? Or, maybe it's a combination of these resources. Just let MAT know. We want to help increase everyone's I³.

Virtual Campus

Leadership development, all the time, from anywhere. Creating a learning environment with such a high level of access is, to say the least, an extraordinary challenge. Delivering that level of service to all 50 states with a relatively small staff—now that's an accomplishment.

In our experience, we have found that fish and wildlife personnel are passionate about increasing their leadership capability and at the same time they are very busy. How do they take on the challenge of increasing their leadership capacity while working full-time and leading their lives?

The traditional professional development model focused on workshops: employees would often have to travel to a central location and spend time away from the field to take courses. The costs were numerous and often included hotels, lodging, transportation, and a block of time dedicated to taking the course.

In 2006 MAT launched an online learning program for working fish and wildlife professionals that focused on leadership development. The online courses offered by MAT have opened new doors to our clients, and we are proud of the response to this program.

MAT uses online learning approaches that are now standard at colleges and universities across North America: asynchronous, online learning. Learners work on their schedule, and there are no set meeting times. All the learner needs is an Internet connection and a word processor. Our courses are a learning revolution replacing older distance learning technologies like CD-ROMs.

While there are no set meeting times, the courses are highly interactive through discussion boards. The course participants are required to "voice" their experiences by posting their learning for the entire class to read. Unlike in a classroom, everyone has a voice, and in fact, must participate to successfully complete the course requirements.



Conservation Leadership Program of Study

The Conservation Leadership Program of Study or CLPS was MAT's most significant program launch in 2007. The CLPS is a leadership development curriculum delivered through online and face-to-face courses so that any employee of a state fish and wildlife agency can participate and earn a certificate of program completion.

MAT learned that while many employees were interested in participating in leadership development programs, for many state fish and wildlife agencies it was an enormous challenge to develop and manage such a program. The CLPS is not designed to supplant any existing leadership development programs; it offers an option to supplement agency workshops or leadership programs already being offered.

Participants have great flexibility to complete the CLPS. Where appropriate, previously taken courses can be grandfathered in to count towards completion.

MAT also developed the infrastructure to track each participant's CLPS progress using an advanced database designed specifically for professional development programs. MAT can verify individual progress giving course participants more time to work on their courses instead of keeping track of their progress.

Highlights

Required Courses

- Creative and Critical Thinking
- Secrets of Agency Assessment and Development
- Leader as Supervisor
- The Adaptive Leader
- Power
- Final Project (after completion of other requirements)

Electives

MAT Online Courses

- Going from Good to Great
- Visionary Leadership
- Emotional Intelligence

MAT Face-to-Face Courses

- Mastering Agency Change
- Emotional Intelligence
- Publics, Politics, and Participation

Franklin- Covey Courses

- Covey 7 Habits of Highly Effective People
- Covey 4 Roles of Leadership

To find out more visit www.matteam.org.

Workforce Planning—A Model

Many agencies are trying to unravel the workforce planning mystery—baby boomers leaving, large gaps looming in the workforce, resulting loss of knowledge base and institutional memory.

MAT worked with the Minnesota DNR in 2006 to help them address workforce planning. Minnesota developed a model that other states can adapt and use. The model has two major parts: 1) Knowledge Capture/Transfer and 2) Identifying Workforce Requirements for the Future. Each of these two major parts has several steps:

Knowledge Capture/Transfer

1. Identify mission critical positions within the agency
2. Choose transfer methods for knowledge skills and abilities (KSAs)
3. Retention options
4. Installation of knowledge capture process

Identifying Workforce Requirements for the Future

1. Identify agency pressures and responses needed (funding, changing constituency, etc.)
 - Select agency goals/strategies to be used in the future
 - Identify agency pressures to respond to publics, etc
 - Identify agency changes needed for the future
 - Forecast workforce requirements needed in the future
2. Describe Current Workforce
 - Talents/competencies existing in current workforce
 - Position filling situation
 - Attrition patterns
3. Identify Competency Gaps
 - Business critical competencies important in the future workforce compared against existing workforce competencies
4. Evaluate Competency Sources
 - Recruitment
 - Selection criteria for hiring/promotion
 - Retention of existing employees
 - Employee development
 - Outsourcing
5. Action Priorities

This model is one of several that can be used, but first and foremost is clarifying the overall agency direction. There are many concerns with the baby boomers leaving the workforce but also in the wake of the boomers' exit lie opportunities for gearing up quickly to meet a changing future.

The National Conservation Leadership Institute...Chapter 2

Can leadership be learned? Yes! It not only can, it must! We're not talking about learning a bunch of traits, or skills, or styles. We're not talking about getting "techniqued" at all. We're talking about impacting our heads. Our mind set. Our confidence. Our courage. Our emotional intelligence. Taking a training course here and there just doesn't cut it. Those of us in the fish and wildlife profession already have the passion. And we have the commitment. Leadership for those of us in this business is largely about how we deal with what lies at the edge of our comfort zones and how we view that edge. For example, am I influencing others or am I scaring the hell out of them? Do I generate clarity? Am I responding to all situations and problems as if they were technical ones? Do I even know the difference between adaptive and technical problems and adaptive and technical solutions? How do I really empower people rather than just telling them to go forth and do good stuff?

The National Conservation Leadership Institute (NCLI) is now in its second year and the doors are open for receiving nominations from natural resource conservation organizations for cohort 3. This amazing program is working

in a powerful way. In essence, the NCLI is not a training, nor a program, nor a menu for success. It is an extraordinary experience. An experience of the head and heart. It takes a lot of both to lead in the whitewater of our agencies today.

Here's what some of the Fellows in this year's second cohort are saying:

"This is one of the most profound experiences I've had in my professional life! NCLI reminded me of why I gravitated to the field of conservation and re sparked my passion!"

Dean Mitchell, Utah Division of Wildlife Resources

"Excellent, Excellent, Excellent. Life changing event."

E Lynn Burkett, BLM Rangeland Resources

"Thanks so much for a great experience. I came in to this pretty skeptical and I only hope to take a small portion back with me."

Michelle Doerr, Archery Trade Association

"This whole experience has been unbelievable."

Anonymous

Profiling The Management Assistance Team

The MAT is a high performance team of six rather driven individuals. Well educated, experienced, professional, and creative, these six people together are a buzzing unit of synergy; separately they are most diverse. Their resumes are on the MAT website but you may be interested in discovering their more personal sides.

There's Sally Guynn. Sally likes to think of herself as an organization doctor, but she also really loves to write children's stories focusing on wildlife and nature and she dabbles in painting. She's a dog freak, loves to turkey hunt, and is working on a children's book. If you're lucky, you might catch her doing some of her animal calls.

There's Dwight Guynn. Dwight is experienced in fish and wildlife agency administration and he's a certified wildlife biologist. His MAT teammates like to say "he's certifiable." Dwight is an elk hunting zealot and an accomplished wildlife



artist. He's currently making a mountain man outfit literally from scratch. Dwight is a proud meat eater, a great joke teller, and a die-hard movie-goer.

There is Jake Faibisch. Jake is MAT's electronic and computer wizard. Machines even run better when he just walks into the room! Jake is also an avid outdoorsman and a musician—he plays a wicked blues guitar. Jake prides himself on his out-of-the-box thinking; MAT depends on it.

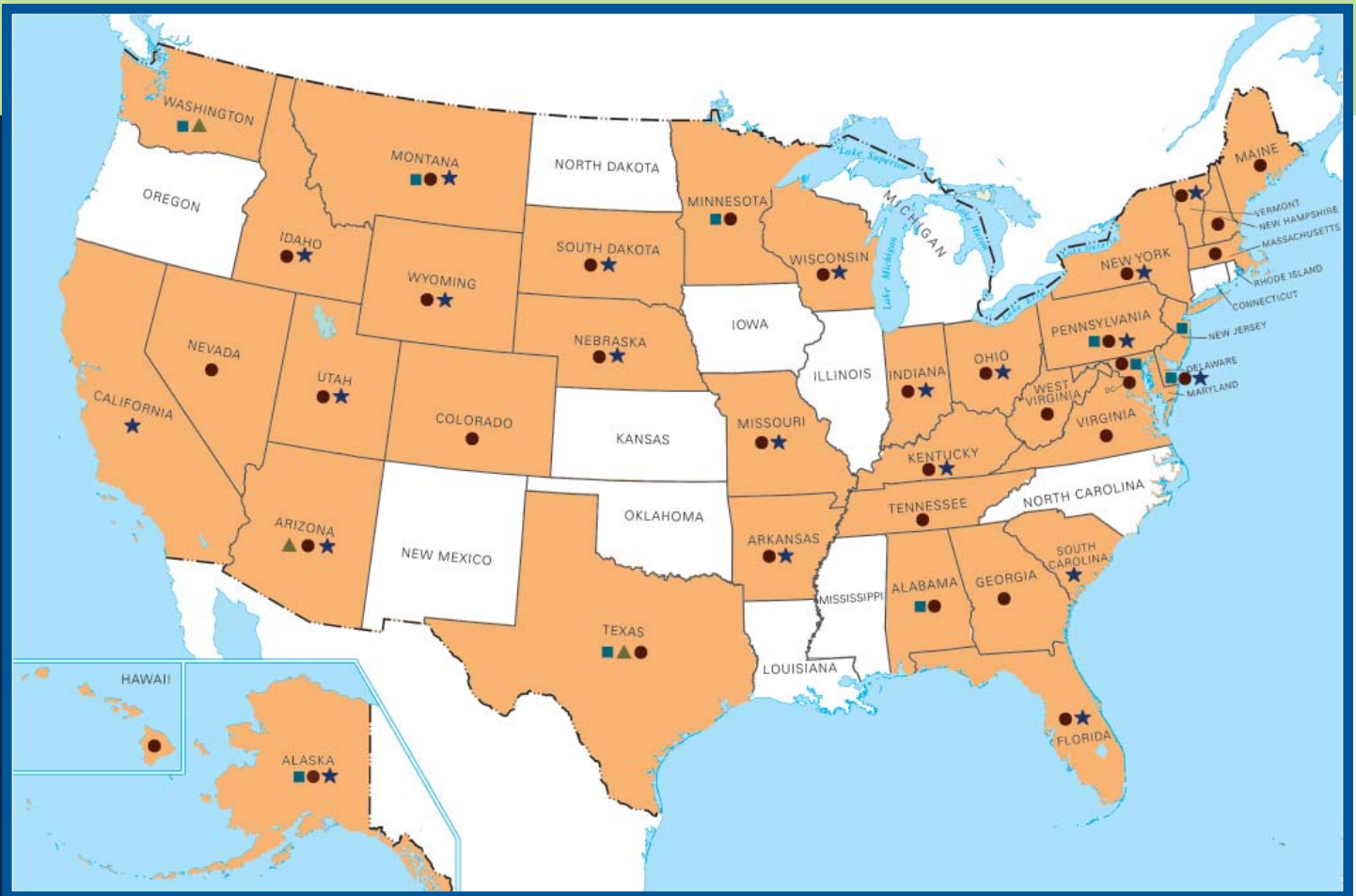
Gina Main brings a high level of creative ingenuity to the team. Gina is a

mother of three young children and still manages to transform MAT's products into slick and interesting pieces. Gina's prowess at multi-tasking along with an ample sense of humor make her a valuable team member.

Donna Reeves is our "butterfly herder" and she's very good at it. Donna runs the office but she also uses her detail-oriented mind to look for opportunities. Donna used to work for an attorney so she knows nincompoops when she sees them. Donna also is an avid crafter and award-winning photographer.

Sally Ann Hardy is responsible for all the student services associated with MAT's multiple courses. Sally Ann is level headed, steady, and emotionally brilliant. Lord knows how MAT survived before she joined the team this past fall! Sally Ann is Mom to two young daughters and loves scrapbooking and crafts when time allows.

2007 MAT Service to States



LEGEND

-  States Served by MAT
-  Received Consulting Services
-  Workshop Conducted in State
-  Participated in Online Courses
-  Participated in National Conservation Leadership Institute

CONSULTING 2007

24 Consultations in 2007

- I 0 States received individual consulting services
(some states received multiple consultations)
- I I Consulting projects benefited all states

I I National Projects

- Consulted with National Conservation Leadership Institute (NCLI) board on promoting and managing the NCLI.
- Consulted with the AFWA Leadership and Professional Development Committee regarding delivery of the NCLI and States' Program Toolbox, direction for MAT during the next grant cycle and balance of work between NCLI and state toolbox.
- Consulted with the AFWA Education, Outreach, and Diversity Committee regarding conservation education strategies and proposed diversity broadcast.
- Consulted with Organization of Wildlife Planners (OWP) regarding their Annual Meeting, planning and delivery of a half-day workshop on leadership development.
- Consulted with WAFWA and National Commissioners' Forum and developed and managed revision of the Commission and Boards Guidebook.
- Consulted with directors and employees of state fish and wildlife agencies who were NCLI fellows. Through peer consulting helped them address leadership projects and issues.
- Consulted with AFWA regarding improving information technology so that staff would be better able to serve state fish and wildlife agency interests. Assisted with office network consultation and recommended approaches for the MSCG grant review website.
- Consulted with the AFWA Technologies and Data Utilization Committee on committee direction.
- Consulted with AFWA Education, Outreach and Diversity Committee re meeting process.
- Consulted with AFWA on strategic planning needs.
- Consulted with Southeastern Association of Fish and Wildlife Agencies Wildlife Administrators on leadership development opportunities.

TRAINING 2007

22 Workshops Delivered in 2007

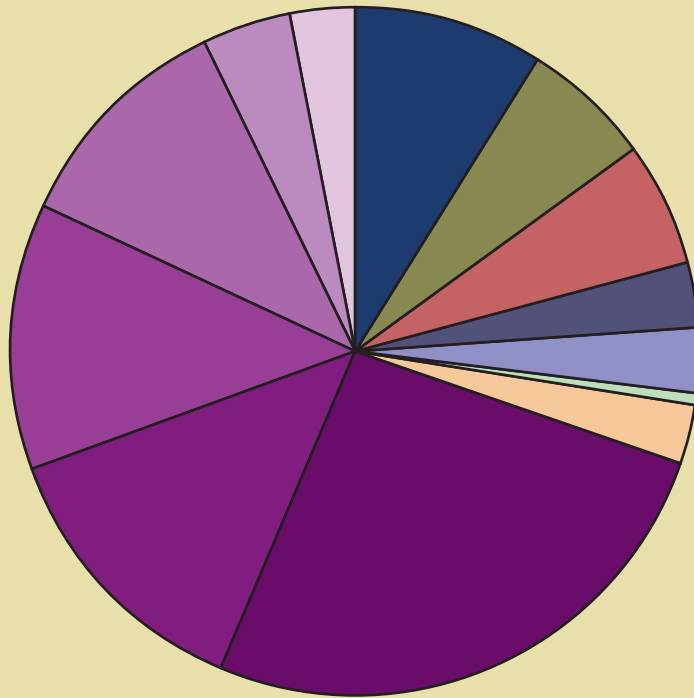
- Number of States Served Directly: 38
- Approximate Participants: 322
- Total Number of Training Days Delivered: 771
- Total Number of Contact Hours: 7,908

I New Workshop Developed

Publics, Problems, and Politics
– face-to-face

Budget By Line Item*

January 1-December 31, 2007



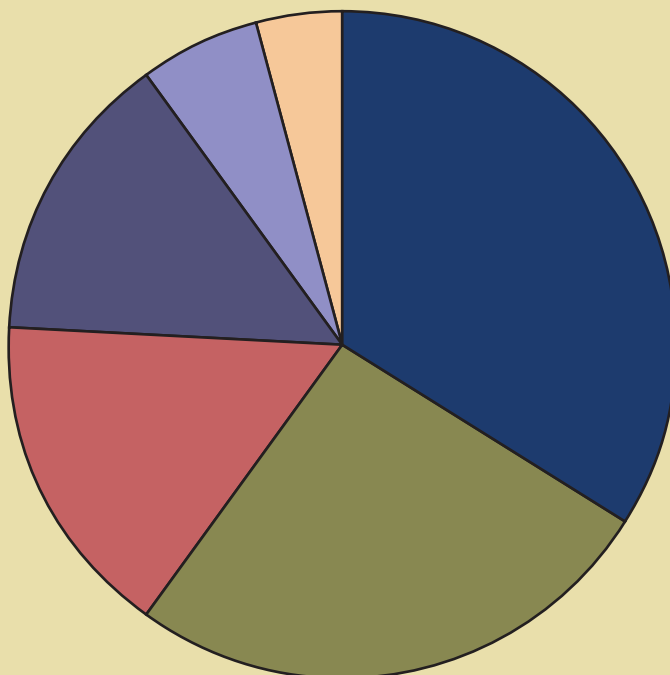
- Travel/Training 9%
- Overhead 6%
- Supplies/Printing 6%
- NCLI 3%
- Office Space 3%
- Postage .5%
- Contractors 3%
- Personnel 70%

Personnel by Objective

- Develop Leadership 37%
- Consulting 19%
- Internal 18%
- Training and Delivery 16%
- Outreach 7%
- Maintain Knowledge 3%

Cost Analysis By Grant Objective*

January 1-December 31, 2007



- Develop Leadership 34%
- Program Administration 26%
- Training Delivery 16%
- Consulting 14%
- Outreach 7%
- Maintain Knowledge 3%

A Look at the Money

MAT Expenditures:*

- 40% went directly to developing leadership programs including the State Leadership Toolbox and the National Conservation Leadership Institute
- 52% went toward providing assistance to state fish and wildlife agencies (e.g. personnel to assist states, training and consulting for states, and equipment and supplies to assist states)
- 9% went for office space and for Association overhead charges (3% and 6% respectively)

*total percentage adds to 101% due to rounding

MAT Time:

- 39% went directly to developing leadership programs including the State Leadership Toolbox and the National Conservation Leadership Institute
- 36% went toward providing assistance to state fish and wildlife agencies (e.g. personnel to assist states, training and consulting for states, and equipment and supplies to assist states)
- 25% of MAT time was spent on administration

Our Funding Sources:

Multi-state Conservation Grant 77%

US Fish and Wildlife Service 23%



A Look Ahead

MAT has many things planned for 2008:

- Conduct third National Conservation Leadership Institute (NCLI) residency in October (applications due May 31, 2008).
- Facilitate graduation of NCLI second cohort of Fellows at Big Cedar Lodge.
- Assist states to use MAT developed leadership courses by conducting train-the-trainer classes for states.
- Continue to implement the online Conservation Leadership Program of Study (CLPS).
- Continue to maintain websites for MAT, NCLI, and NCLI Alumni.
- Offer open enrollment for six online leadership courses quarterly for state fish and wildlife agency employees.
- Conduct regional workforce planning workshop for state fish and wildlife agencies in July (others to follow depending on demand).
- Conduct workshop on workforce planning for 275 NM Game and Fish employees.
- Conduct two WAFWA presentations: 1) leadership development and 2) commission and board guidebook/effective governance.
- Work with DE Division of Wildlife on leadership development and change management.
- Deliver leadership presentation at NEAFWA annual meeting as part of keynote panel for education and outreach.
- Serve on Sportsmen's Alliance forum as part of White House Conference on Wildlife, Education/Outreach Issues
- Serve as keynote speaker at American Fisheries Society annual conference.
- Obtain certification from CoveyLink to facilitate "Leading at the Speed of Trust".
- Research issues and facilitate collaborative solutions between state fish and wildlife agencies and university preparation of natural resource professionals.

Management Assistance Team

698 Conservation Way
Shepherdstown, WV 25443

Phone: 304.876.7988

Fax: 304.876.7377

www.matteam.org

MANAGEMENT ASSISTANCE TEAM

Dr. Dwight Guynn

Project Leader
304.876.7387
dwrightg@matteam.org

Dr. Sally Guynn

Project Leader
304.876.7395
sallyg@matteam.org

Jacob Faibisch

Project Leader
304.876.7915
jacobf@matteam.org

Gina Main

NCLI/MAT Projects and
Creative Manager
304.876.7755
ginam@matteam.org

Donna Reeves

Office & NCLI Grant Administrator
304.876.7988
donnar@matteam.org

Sally Ann Hardy

Training Services Administrator
304.876.7797
shardy@matteam.org

