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WASHINGTON DEPARTMENT OF FISH AND WILDLIFE

Fish and Wildlife Commission
and
Director Jim Unsworth

Performance Agreement – July 1, 2017 – June 30, 2018

The Fish and Wildlife Commission (Commission) and Director Jim Unsworth (Director), agree to work together and respect their unique roles and responsibilities. The Executive Performance Elements (Attachment A) will be the primary tool used to evaluate the Director's key competencies.

The Priority Actions (Attachment B) represent the key indicators of the Director's performance that reflect the Commission's general expectations. These actions are identified as the Commission's highest level performance outcomes and will be reflected, as appropriate down through the Departments accountability system (e.g., program operational plans and individual staff evaluations).

The Commission and the Director agree to review and update the list of Priority Actions as the need arises in response to budget reductions or significant changes in management direction.

Part I: Roles and Responsibilities

It is recognized that together the Commission and the Director comprise the Department of Fish and Wildlife. The Commission is responsible for the policy governance of the Department within the parameters established by the State Legislature and serves as the public trustee of the state's fish and wildlife resources.

The Director is supervised by the Commission and is responsible for hiring agency staff and managing the Department in a manner that is consistent with statutory requirements established by the State Legislature, state and federal law, and with the policies adopted by the Fish and Wildlife Commission.

The Commission will act as a body, speaking with a unified voice and acknowledges that the strength of the body is derived from the diversity of viewpoints brought together through its decision-making process. The Chair of the Commission is responsible for ensuring that the Commission accomplishes its responsibilities.

Commission committees will be used primarily to gather, discuss, and analyze information relative to policy issues or rules that are anticipated to come before the full Commission. Committees are intended to function as a forum that allows for more informal discussions between commissioners and/or with staff. The Director will be copied on e-mail communications between committee chairs and the committee's lead staff support person. Information and data requests made by a committee that requires a significant staff workload will be presented as part of the committee's report to the full Commission and considered through the

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Commission's "Blue Sheet" process. Committees do not have the authority to make decisions on behalf of the Commission.

The Commission and the Director agree to be mutually supportive, maintain a positive working relationship, and conduct their relationship based on mutual respect while acting in a manner that is consistent with the following principles:

- The Commission and Director will work together as a team in fulfilling the Department's responsibilities of preserving and protecting the state's fish and wildlife resources and providing fish and wildlife related activities for the citizens of Washington.
- The Commission and the Director commit to maintaining a strong working relationship founded in open and candid communication.
- The Commission will focus its attention on policy matters and setting clear performance outcomes for the Director, leaving the Director sufficient flexibility to be agile and utilize his creativity in adapting to changing circumstances.
- Individual Commissioners will communicate their concerns relative to policy matters with the Director's Office. If direct communication by a commissioner with a staff member regarding substantive issues is needed such communication will be coordinated with the Director's Office.

Part II: Communication Actions and Strategies

- The Director's Office will provide a report at each regular Commission meeting that includes updates on current events and emerging issues, and budget and administrative matters.
- The Director's Office will provide the Commission with periodic progress reports on the items contained in the Priority Actions listed in Attachment B.
- The Director and the Chair of the Commission will communicate regularly to ensure that the Commission and the Director's Office actions and activities are supportive of each other and aligned with Commission policy direction and the success of the Department.

Part III: Performance Evaluation Process

- The Commission will conduct an evaluation of the Director's performance of his responsibilities during an executive session of the full Commission.
- The Director's evaluation will be based on the Executive Performance Elements contained in Attachment A and the Priority Actions contained in Attachment B.

Signatures:

Bradley Smith, Chair

Date

Jim Unsworth, Director

Date

Attachment A – Executive Performance Elements

Executive Conduct

Overall Conduct

The Director must assure that no organizational practices, activities, decisions, or circumstances are allowed that are unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices.

Work Ethic

The Director must act as a role model for staff. The Director is expected to be personally accountable for the accomplishments and shortcomings of the agency. The Director is expected to assume direct responsibility for all aspects of agency leadership.

Strategic and Visionary Leadership

The Director must demonstrate strategic and visionary leadership. The Director is expected to assess and decide the best way to achieve substantial cost savings, while preserving critical functions and increasing agency efficiency. He must lay the foundation for a stronger and more effective and respected agency, by directing the strategic elimination of lower priority activities and the consolidation of effort and energy in higher priority programs.

Problem Solving

The Director should make progress in resolving longstanding problems. The Director is expected to be energetic and creative in looking for innovative means to address priority issues and conflicts among constituent groups. He must actively seek out new ideas and methods that may be brought to bear to advance the agency's mission.

Conservation Ethic

The Director must be motivated by a strong conservation ethic: a determination to place the highest priority on the long-term interests of the resources and their habitat. The interests of the public and specific user-groups are important, but they cannot supersede the welfare of the fish and wildlife populations we are charged with managing. The Director must establish a record of making decisions that will lead to the recovery of depleted resources.

Performance and Accountability

The Director must keep the workforce motivated to pursue excellence. The Director is expected to set high standards for performance and foster a climate in which all employees strive to meet those standards. He is also expected to see that supervisors provide regular positive reinforcement to recognize excellence. He must demonstrate expertise in management techniques that effectively hold employees accountable.

Resource Management Expertise

Scientific Rigor

The Director must work closely with the scientific community in building a defensible scientific basis for resource management. He is expected to have a working understanding of scientific

analyses and quantitative methods used to study fish and wildlife population dynamics as well as the health and productivity of habitats.

Integrated Resource Management

The most effective approach to species management considers the full range of factors affecting ecosystem services including predator-prey dynamics, habitat conditions, and socio-economic values. The Director should pursue this approach to maximize effectiveness of service delivery.

Enhance Recreational Opportunities

Within the capability of the land and other resources, enhancement of fish and wildlife related recreational opportunities is among the highest priorities for the agency. A dedicated effort should be made to explore options for enhancing and expanding recreational opportunities.

Maintain the Stability and Economic Well Being of the Commercial Fishing Industry

A dedicated effort should be made to assess, monitor, and enhance the stability and economic well-being of the commercial fishing industry.

Collaboration and Communication Competencies

Strengthen and Modernize Communications

Agency communications are a “mission-critical” function that must keep pace with contemporary times. Implementation of a clearly articulated agency communication strategy is a high priority.

Enhance Tribal Relationships

Washington is home to Indian Tribes that in many cases have overlapping authorities and jurisdictions relative to the management of fish and wildlife resources. The Director is expected to maintain and enhance the Department’s working relationships with the tribes and seek to manage resources consistent with joint management plans where appropriate.

Working with Stakeholders

The Director is expected to have a personal manner that works well with constituents from all backgrounds. He must approach his authorities and responsibilities with humility and open-mindedness. He is expected to display an attitude that inspires others to join in collaborative processes, because they are confident of being treated fairly. He is expected to maintain a professional demeanor.

Expand Opportunities with Environmental and Non-Traditional Constituents

Recreationists who do not hunt or fish, but appreciate wildlife, are important constituents for the agency. Surveys have shown that these “non-traditional” stakeholders represent a significant portion of the public in Washington State. The Director is expected to find ways to establish new relationships with these constituents and enlist their support.

Attachment B – Priority Actions

1. By May 1, 2018, in consultation with the Office of Financial Management, the department must consult with an outside management consultant to evaluate and implement efficiencies to the agency's operations and management practices by May 1, 2018. Specific areas of evaluation must include:
 - a. Potential inconsistencies and increased costs associated with the decentralized nature of organizational authority and operations;
 - b. The Department's budgeting and accounting processes, including work done at the central, program, and region levels, with specific focus on efficiencies to be gained by centralized budget control;
 - c. Executive, program, and regional management structures, specifically addressing accountability.

2. By May 1, 2018, the Department must develop a plan for balancing projected revenue and expenditures and improving the efficiency and effectiveness of agency operations including:
 - a. Expenditure reduction options that maximize administrative and organizational efficiencies and savings, while avoiding hatchery closures and minimizing impacts to fisheries and hunting opportunities;
 - b. Additional revenue options and an associated outreach plan designed to ensure that the public, stakeholders, the commission, and legislators have the opportunity to understand and impact the design of the revenue options; and
 - c. Prioritized options (from a. and b. above) by impact on achieving financial stability, impact on the public and fisheries and hunting opportunities, and on timeliness and ability to achieve intended outcomes.

3. By the date of submission for the 2019-2021 biennial budget, the Department, in cooperation with the Office of Financial Management shall conduct a zero-based budget review of its operating budget and activities. Information and analysis shall include:
 - a. A statement of the statutory basis or other basis for the creation of each program and the history of each program that is being reviewed;
 - b. A description of how each program fits within the strategic plan and goals of the agency and an analysis of the quantified objectives of each program within the agency;
 - c. Any available performance measures indicating the effectiveness and efficiency of each program;
 - d. A description with supporting cost and staffing data of each program and the populations served by each program, and the level of funding and staff required to accomplish the goals of the program if different than the actual maintenance level;
 - e. An analysis of the major costs and benefits of operating each program and the rationale for specific expenditure and staffing levels;

- f. An analysis estimating each program's administrative and other overhead costs;
- g. An analysis of the levels of services provided; and
- h. An analysis estimating the amount of funds or benefits that actually reach the intended recipients.