

Text for Resource Article (final version to be formatted for distribution by Office of Communication)

DLT Announces Strategic Alignment Effort

Background

Over the past four years, the department has been listening to your ideas and implementing improvements that help us excel at our mission. Among numerous improvement efforts, the department prioritized initiatives to improve customer service and invest in our staff.

While our work to excel continues with a focus on aligning our resources with our customer's priorities, managing workload, priorities, and resources continues to be challenging.

To help meet this challenge, the Department Leadership Team (DLT) is launching an effort starting July 28, 2015, to strategically evaluate our current functions and organization so we can operate as effectively as possible.

This strategic alignment effort is a phased approach that will take the next year to complete (through FY16). The Department Leadership Team has established several goals to define the scope and purpose of the alignment effort. The goals focus on promoting maximum effectiveness and efficiency as we strive to excel at our mission.

The Process

The DLT has developed a strategic process for tackling the alignment effort. In addition to the goals for the alignment as a whole – listed above – the DLT also established the following goals for the process.

- Launch an interim “framework” for the new organizational structure immediately to establish direction for the effort.
- Rely on staff and program experts to inform the functional analysis and design of the detailed program level organizational chart.
- Provide as much certainty to staff while allowing for staff participation to inform decision-making.

Alignment Goals

1. DNR's Mission, Vision, Values and One DNR approach will be reflected in the alignment process and final organizational structure.
2. Increase alignment between agency services and customer groups.
3. Improve the management of our workload by documenting, prioritizing, and efficiently managing our core work.
4. Increase efficiency by grouping similar functions within divisions.
5. Improve consistency by building systems and processes for our business functions.
6. Increase integration and collaboration.
7. Maintain accountability through line-authority reporting.
8. Increase financial flexibility and sharing of resources.
9. Maximize outcomes we can produce.

- By the end of the process, we will have documented, prioritized and made decisions on how to maximize the staff resources we have available to accomplish our mission.

The alignment process outlined below is expected to be completed and fully implemented by the start of the next fiscal year, July 1, 2016. There are many details of the process that are still being developed. As those details are finalized they will be shared.



The New Interim Organizational Structure

The first step in this effort is to launch a new interim organizational structure effective July 28, 2015. This new structure accomplishes several of the alignment goals and establishes the foundation for building the detailed organizational structure over the next year.

The DLT took a One DNR approach in evaluating potential organizational structures to accomplish the goals of the alignment. Below is a table outlining how the structure meets each of the goals.

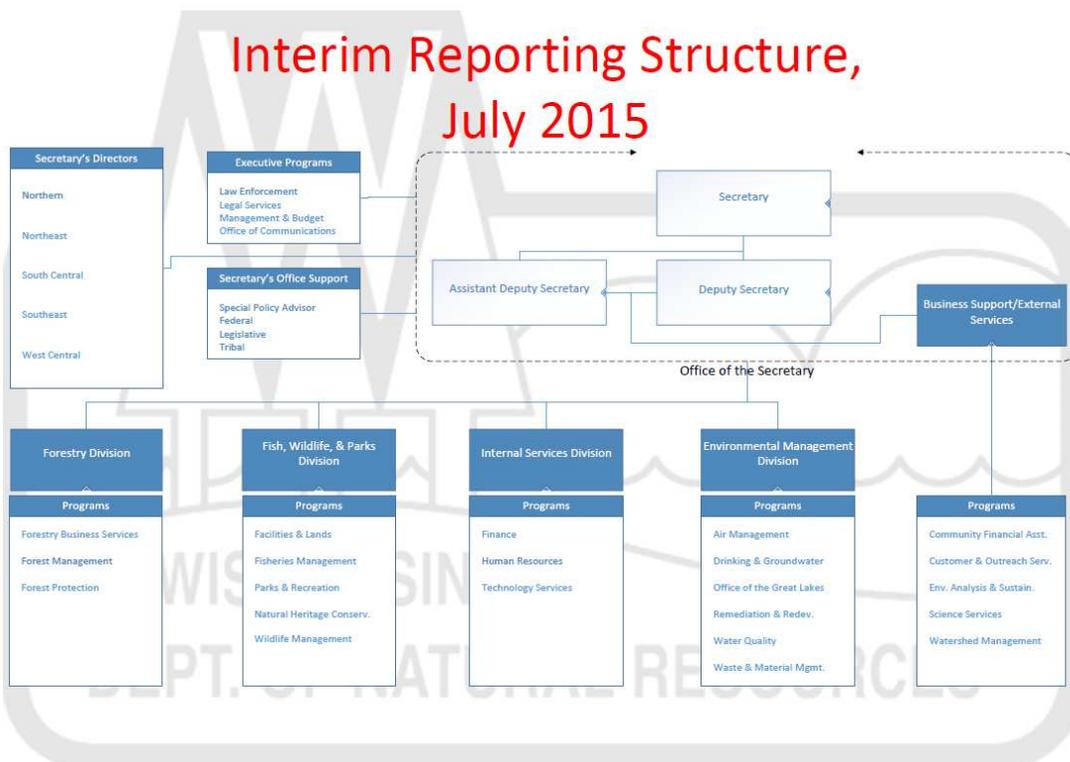
Alignment Goal	How does the alignment effort contribute to this goal?
1. DNR’s Mission, Vision, Values and One DNR approach will be reflected in the alignment process and final organizational structure.	<ul style="list-style-type: none"> • The overall alignment effort and Core Work Analysis has been designed to help the department focus on priority functions that meet our mission, advance toward our vision, while embodying our DNR values. • Integrated Design Teams will be assembled to evaluate and prioritize core work and recommend the “future state” organizational structure.
2. Increase alignment between agency services and customer groups.	<ul style="list-style-type: none"> • Aligns Fisheries with Wildlife providing better customer service to our customer groups interested in fish and wildlife management. Customers and stakeholder groups have recommended this alignment. • Aligns externally focused programs that provide integrated multi-program support to customers, local governments, and business. • Aligns internally focused programs that support internal agency customers. • Aligns environmental management programs providing better customer service to our customer groups regulated by multiple programs.
3. Improve the management of our workload by documenting, prioritizing, and efficiently managing our core work.	<ul style="list-style-type: none"> • The Core Work Analysis exercise is designed to document, prioritize, and identify efficiencies to better manage our core work. • The Core Work Analysis will help us allocate our limited staff and funding to accomplish the work that matters the most.
4. Increase efficiency by grouping similar functions within divisions.	<ul style="list-style-type: none"> • Creates efficiencies in working with customer groups and partners. For example – functions that coordinate with EPA are now in one division allowing for easier coordination; functions that heavily coordinate with the Fish & Wildlife Service are now in one division, etc. • Combining similar functions allows us increased opportunities to streamline operations and reduce costs in areas such as IT, budget, and grant administration.
5. Improve consistency by building	<ul style="list-style-type: none"> • Increases ability to implement consistent policies, processes and systems

systems and processes for our business functions.	that contribute to the same major business functions.
6. Increase integration and collaboration.	<ul style="list-style-type: none"> One division will serve as the key integration point between externally focused programs that provide multi-program support to customers, local governments, and business.
7. Maintain accountability through line-authority systems.	<ul style="list-style-type: none"> Continues existing line authority efforts and increases line-authority for the former Water Division programs. The line-authority aids in communication and consistent implementation of program policies and directives.
8. Increase financial flexibility and sharing of resources.	<ul style="list-style-type: none"> Better aligns programs with the same major funding sources (i.e. Fish and Wildlife Account and Environmental Management Account).
9. Maximize outcomes we can produce.	<ul style="list-style-type: none"> Performance measures will be developed to ensure we reach desired outcomes as a result of the alignment process and final organizational structure.

The new structure aligns programs into five divisions –

- Business Support and External Services;
- Environmental Management;
- Fish, Wildlife and Parks;
- Forestry; and
- Internal Services

Several functions will report directly to the Secretary’s Office, including the Bureau of Management & Budget, Bureau of Law Enforcement, Legal Services, Office of Communications and the Secretary’s Directors.



Staff Involvement

No-one knows more about what we do and how we do it than the people that are responsible for it every day. We will be engaging staff during the process to ensure we have accurate and thorough information upon which to make decisions.

1. Program managers will be working together to identify the “current state” of our core work functions, resources, and organizational charts.
2. Integrated Design Teams will be established to evaluate and prioritize core work and recommend the “future state”.
3. All staff will have the opportunity to provide feedback during the process including sharing information with your supervisor and program managers and during formal feedback processes.

Next Steps

Following the town hall meeting on July 28, 2015, members of the DLT will be travelling throughout the state to meet with staff directly. DLT alignment outreach sessions will be held at six locations (see below) and staff are encouraged to attend the session that works best for their schedules.

At these sessions, you will have an opportunity to connect with the DLT and your division administrator. The DLT will be presenting a high-level overview of the alignment process and staff will have an opportunity to ask questions of the DLT. After the DLT overview, division administrators will be hosting breakout sessions to discuss specific changes within their divisions.

DLT alignment outreach sessions:

- Thursday, July 30th, DNR Green Bay Service Center, 9:30 am.
- Tuesday, August 4th, DNR Fitchburg Service Center, 9:00 am.
- Tuesday, August 4th, DNR Madison Office (G09), 2:00 pm.
- Thursday, August 6th, DNR Rhinelander Service Center, 1:00 pm.
- Friday, August 7th, DNR Eau Claire Service Center, 9:00 am.
- Monday, August 10th, Hausmann Nature Center, Lapham Peak, 10:00 am.

In addition to the formal DLT alignment outreach sessions, the Secretary’s Directors will be making office visits throughout the state from July 30 – August 14.

The final implementation pieces of the interim organizational structure will be completed over the next few weeks. In August, Divisions will start to work on defining their “current state” and integrated design teams will be established to evaluate and prioritize core work.

For additional information, including a list of frequently asked questions please visit the [Secretary’s Intranet webpage](#). Also, please contact your supervisor with any questions or concerns.