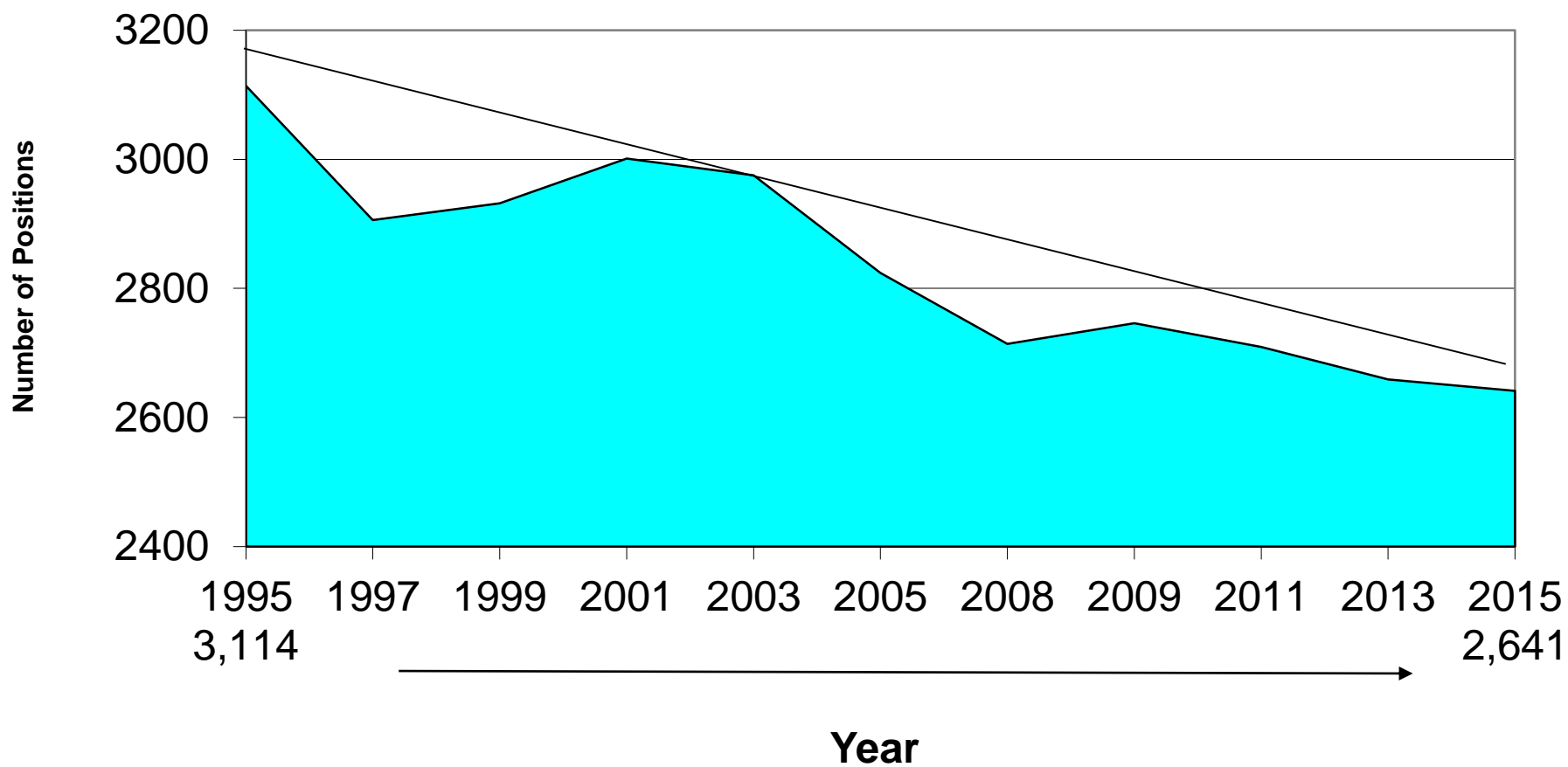


DNR's Alignment Effort



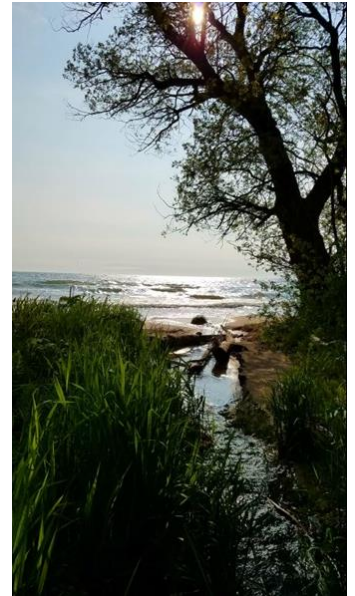
Number of DNR FTE Positions 1995 to 2015





Alignment Goals

1. Mission, Vision, Values, and One DNR approach.
2. Increase alignment.
3. Improved workload management.
4. Increase efficiency.
5. Improve consistency.
6. Increase integration and collaboration.
7. Increase accountability.
8. Increase financial flexibility and sharing of resources.
9. Maximize outcomes we can produce.





Core Work Analysis Purpose

1. Document the department's core functions.
2. Analyze work effort associated with core functions.
3. Prioritize the department's core functions.
4. Identify opportunities for efficiency.
5. Develop recommendations on the level of investment needed to accomplish priority work.

Conduct Core Work
Analysis (CWA)



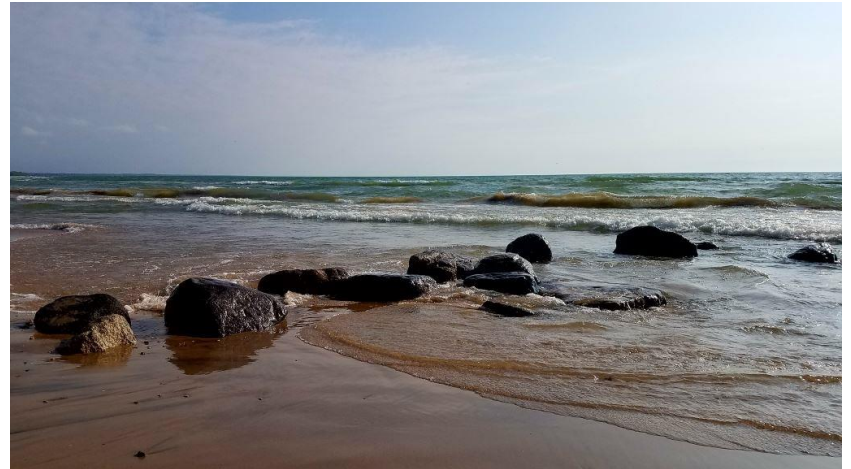
CWA Results: Agency Priorities

1. Leverage Staff Expertise to Accomplish Core Work.
2. Focus on DNR's Niche.
3. Strategic Investments in Information Technology.
4. Improve Service Delivery.
5. Enhance Integration.
6. Streamline Permitting.
7. Streamline Policy Development.



Additional Tools to Consider

1. Change management
2. Focus on DNR's Niche
3. What This is Not
4. Process
5. More Core Work Analysis Tools
6. Understanding the Team
7. DNR Mission





Questions and Contact Information

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Change Management

- Active and Engaged Leadership
 - Engaged Department Leadership Team
 - Investments in managing the process
- Messaging Change
 - 4-Box strategic influencing messaging tool
- Role of Supervisors in Alignment
 - Information was disseminated to supervisors first, then staff.
- Staff Engagement
 - Town Halls, outreach sessions, surveys, Ask DLT, and through supervisors



Focus on DNR's Niche

Areas of Focus:

- Consolidate recreational vehicle and trailer registration processing.
- Consolidate operator certification & licensing functions.
- Transfer management of properties that are not in alignment with DNR's mission.
- Evaluate printed communications and involvement in promotional events.



What This Is Not

- This is not just about moving boxes around on an organizational chart.
- This is not a budget reduction exercise.
- This is not a workforce reduction exercise.
- The end result has not been determined, this is the start of the process.



Alignment Process

July 2015

Launch
Alignment
Effort

July - August 2015

Implement Interim
Structure Changes

August - December 2015

Conduct Core Work
Analysis (CWA)

February 2016 & Beyond

Solicit Feedback

March – May 2016

Finalize Core Priorities
and Develop Detailed
Organizational
Structure

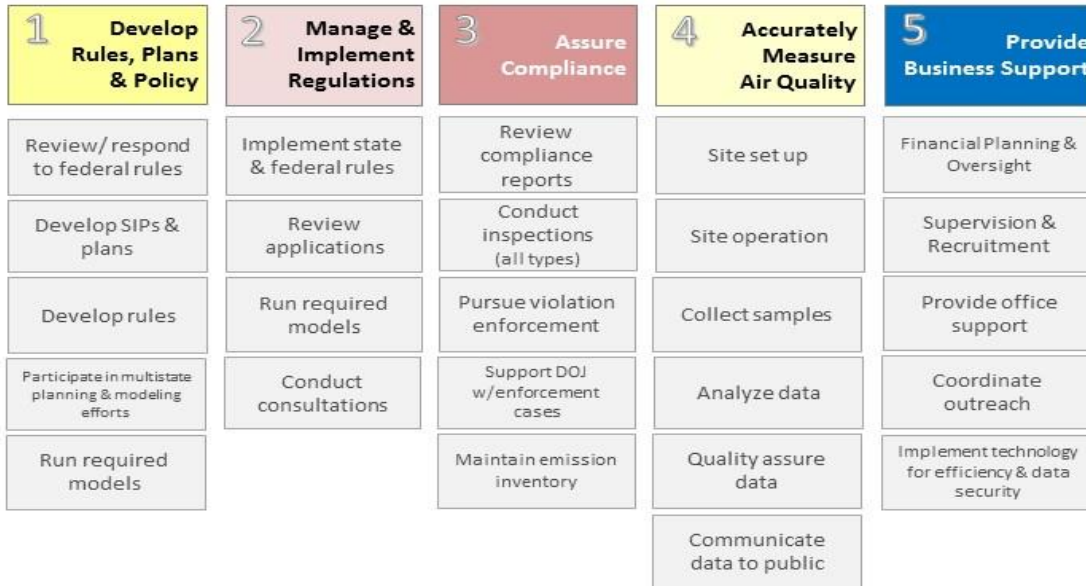
By June 30, 2016

Finalize Alignment
Decisions



Air Program Mall Map

I. Enhance the quality, management and protection of the state's air resources



Engage Stakeholders

Conduct staff training & development

Technical support related to policy development, litigation, etc.

- Outputs/Outcomes**
- SIPs & Plans
 - Rules
 - Modeling Data
 - Guidance & Policies
 - Emission Inventories

- Outputs/Outcomes**
- Program Guidance
 - OP Permit Determinations
 - NSR Permit Determinations
 - Exemption Determinations
 - General & Registration Permit Issuance
 - CFC Registrations

- Outputs/Outcomes**
- Compliance Determinations
 - Emission Inventory
 - Enforcement Resolution
 - Industrial Monitoring Oversight

- Outputs/Outcomes**
- Network Plan
 - Trends Report
 - Certified Air Quality Data
 - Design Values
 - SOPs/QAPPS
 - BioWatch Samples
 - Historical Data Archived

- Outputs/Outcomes**
- Balanced Budget
 - Annual Work Plan
 - Grants/Contracts Deadlines Met
 - Fiscal Needs Met
 - IT Needs Met

Alignment Teams

Mall Mapping Teams



- ID core work functions
- ID supporting processes
- ID key outputs and outcomes

Integrated Design Teams



- Conduct Core Work Analysis
- Analyze work effort, define niche, prioritize core functions, and ID opportunities for efficiency
- Convene necessary issue / program teams

Division Mgmt. Teams



- Finalize recommended division alignment and core work allocation
- Develop implementation plan
- Outline division-specific communication

Dept. Leadership Team



- Leadership & direction
- Management
- Communication
- Review recommendations
- Assess cross-division implications
- Finalize cross-division allocations
- Final approval

Alignment Planning Team



- Alignment planning, communication, implementation coordination, tracking, and evaluating results

Team Membership Considerations

Mall Mapping Teams: DAs, DDAs, BDs, SCs, Key Field Leaders
Integrated Design Teams: 8-10 core members (staff & supervisors within the division, staff from outside the division, support staff, and a “heretic”). Team members should exhibit: strong engagement, urge and drive to make things better, open to and advocates for change, constructively critical, mental toughness, reflect DNR’s values, and credibility.



Our Mission

To protect and enhance our natural resources: our air, land and water; our wildlife, fish and forests and the ecosystems that sustain all life.

To provide a healthy, sustainable environment and a full range of outdoor opportunities.

To ensure the right of all people to use and enjoy these resources in their work and leisure.

To work with people to understand each other's views and to carry out the public will.

And in this partnership consider the future and generations to follow.