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Maine Department of Conservation Employee News and Information Bulletin, April 1994

Maine Department of Conservation

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Maine Department of Conservation Employee News and Information April 1994

BULLETIN

FORESTRY

GEOLOGY

LAND USE REGULATION

PARKS AND RECREATION

PUBLIC LANDS

Commissioner's Column

It was great seeing you all March 9. We have talked many times about the need to get people together more often—let us commit to having this be the beginning of increased and continuing communications. I hope you all had a chance to meet someone you didn't know before, either from another bureau—or your own.

At the department Quality Management Council meeting March 16, we discussed the results of and reactions to the March 9 session. In this Bulletin you will see a number of items resulting from that discussion: a column on "where we are at" by Ship Bright, an assessment of the TQM Council by Carol Michel and a timeline for implementing TQM throughout state government.

Information has been provided to you over the past several months in previous issues of the Bulletin and in the TQM newsletter published by the Maine Quality Management Council. We welcome your suggestions on other ways we can keep everyone up to date with the many TQM activities occurring throughout state government. There are more than 40 PATs operating in departments.

The DOC Vision Statement, prepared by our department's Quality Management Council (QMC), was distributed during the March meeting. Under the TQM approach to managing organizations, creating a vision statement is one of the first objectives. The goal is to identify the broad, key purposes and direction for the organization in order to be able to make quality improvements. The vision statement serves as a kind of "compass" to ensure that we stay on course with the direction we have chosen. Vision statements are designed to say what we would like to be at some point in the future—not necessarily what we are doing today. These statements by their very na-

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Forest Fire Awareness Week Proclaimed

Governor John R. McKernan has proclaimed next week to be "Forest Fire Awareness Week." The announcement was made yesterday during a Hall of Flags ceremony attended by Sue Bell, Tom Parent and Robert LeFebvre, president of the Maine Fire Chiefs' Association.

During the ceremony, Smokey Bear received a birthday cake from St. Augustine School third graders. The cake was presented to honor Smokey's golden anniversary as the nation's fire prevention symbol. Other events planned during the week include Smokey Bear visiting children at hospitals in Presque Isle, Portland and Bangor.

SCORP Available

The State-wide Comprehensive Outdoor Recreation Plan, written and published by the Bureau of Parks and Recreation, has been printed and is available from the bureau to all interested persons. The plan, coordinated and principally authored by Tom Cieslinski, Cindy Bastey, and Herb Hartman, involved a number of department people who served on task groups. The two-volume plan includes valuable and useful information and statistics not available in any other single document.

Rangeley Student Wins Smokey's Poster Contest

Sue Bell, Tom Parent and Smokey Bear presented awards to Lily Gackl of Rangeley, overall winner of Smokey Bear's 50th anniversary poster contest. WLBZ-TV covered the event and will use the footage for a fire prevention public service announcement, part of the "Color Me Green Program." Copies of the winning poster will be sent to all Maine elementary schools. Lily's poster was selected from 100 entries from around the state.

Conservation Notes

Camden Hills State Park is featured in this month's issue of *Down East* magazine.

Scott Ramsay was recently interviewed by Channel 6's Bill Green about increasing concerns for the number of fatalities and accidents related to snowmobile use. The fatalities and accidents generally result from high speed and excessive alcohol consumption. Following the interview, Scott met with Department of Inland Fisheries and Wildlife Safety Division and the Maine Snowmobile Association to discuss alternatives, including legislation, to address this issue.

Tom Parent has asked town fire wardens to restrict open burning to after 5:00 p.m. when conditions are usually much safer. The restrictions apply in April and May when most fires occur.

According to Acting Southern Regional Forest Ranger **Andy Mendes**, rangers are pleased with participation in annual town forest fire warden meetings held throughout the state. This year's theme is forest fire prevention.

SERVE/Maine looks quite different this year. Liability and accident insurance is available; a program coordinator is not. Therefore, agencies must recruit their own volunteers before signing them up with SERVE/Maine.

Marie Drew has volunteered to manage SERVE/Maine insurance and respond to inquiries. Marie is developing a list of agency people for potential volunteers to contact directly. If you would like to be on the list call Marie on Tuesdays or leave a message at 287-4931.

BPR's **John Titus** attended a "Creative Volunteer Administration for the 90's" workshop designed to help programs, like Maine Volunteers in Parks, motivate and recruit volunteers.

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DOC's QMC

During the department-wide meeting on March 9, questions were asked about the composition of Conservation's Quality Management Council (CQMC). The council spent a considerable part of its last meeting talking about the council composition and involvement of department employees. We do not have any plans to alter the membership of the council at this time. We did, however, clearly recognize that there exists a variety of issues regarding TQM implementation including the selection of council members. I would like to explain our selection of department council members.

First we agreed that this council is a "management" council; that we will be making management decisions regarding departmental direction and policy and as a result it is "OK" that we have a seemingly large number of managers on the council. If you look at the state council, the membership is solely composed of managers, including union leadership. While the state saw tremendous value to the state and the workers in including worker representation on the council (and remains strongly committed to strengthening that representation), it is unusual in the implementation of TQM.

We also recognized that senior management had to be committed to the process in order for the implementation to work. Therefore we selected our entire senior management team which includes the commissioner, the deputy commissioner, the five bureau directors, the public information officer and the assistant to the commissioner. Because of frequent meetings and knowing that scheduling would be difficult, we asked each of the bureau directors to select one other person from their bureau to serve both as a voting member and as their representative in their absence. This second person from their bureau needed to be able to provide a bureau perspective and an understanding of all the bureau programs. Resource administrators were a logical choice for many given their involvement in all facets of the bureau.

We also selected two additional administrative people — the business manager and personnel manager.

Given that much of what the council will look at will be financial and personnel issues, we felt it was important to have these two positions represented. Additionally, both these positions have been actively involved in TQM on PATs and provide tremendous insight to the process. To round out our group, we then asked the Maine State Employees Association to select one member from each of the five bargaining units. We asked that they give strong consideration to selecting representatives from field-based positions and their geographic distribution.

Using bargaining units for representation on our council provides a good method of selecting "front-line" employees while not having them represent a particular bureau or program. Every bargaining unit but one has members in more than one bureau. The participation of bargaining unit members has been essential to our process and have brought us to a new level of understanding in our discussions. They have provided insights which have directed all of our decision-making.

Consensus is really what makes this council work regardless of whether there is one member or twenty members representing a particular segment of the organization. Consensus is very different from compromise. It involves finding a solution that is acceptable to two opposing points of view; that solution, however, does not necessarily mean each side "giving in" a little in order to reach agreement; it quite possibly means finding a solution which neither "side" has considered yet. For example, if one person thought the group needed three oranges and the another member thought the group needed five oranges, the answer to that conflict might not be four oranges for the group, but might instead be eight apples.

Everything we have done has been done based upon consensus. We have worked on building an atmosphere in which everyone feels they can be honest and trusting. If anyone has an issue with anything being discussed they will raise it. Trust and honesty have been two essential components of consensus which we have been working on. The CQMC vision continued on page 4

Computer Upgrade Set

The department's main computer system is about to undergo a major change. We are in the process of upgrading our system to a pc-based system in order to take advantage of the new and rapidly changing technology. The change will involve replacing our old Burroughs/Unisys system with a pc-based local area network (LAN) which will serve up word processing, spreadsheets, data base, and electronic mail. This system will also allow us to connect to the state's wide area network (WAN) which will make it possible for us to communicate and share data with other computers both in Augusta and in many other parts of the state. This system represents the foundation of a departmental information network which will allow for further upgrades involving greater communications with the field.

All bureaus have participated in this effort which was carried out with a minimum of unprogrammed spending by the department. By implementing this system we have found several significant ways to save money over the old system. In addition, we were able to use money from the TQM fund to help us upgrade because of the wide ranging effects that modernizing our system will have.

The system should be basically in place this week. While we have great expectations for the system, it will—like every other system—inevitably have its share of bugs. Please work with us as we fine tune the system to have it running smoothly by the field season. If you have any suggestions on the upgrade or proposals for further upgrades, please contact me at 286-2211.

Will Harris

Reminder Survey Information Needed

Please send in your completed evaluation and PAT survey form. The information you provide is needed to get the message of TQM out to you.

If you need another evaluation or PAT survey form, please contact Gale Ross at 287-4900.

Current Reality Of TQM

"all long journeys begin with a single step" - Chinese proverb

The Maine Quality Management Council (MQMC) has set TQM implementation goals for state-wide implementation (chart). Goal seven says 75 percent of DOC employees should participate in training by March and 100 percent by May. The March 9 meeting covered approximately 85 percent of DOC's employees; we will be doing our best to connect with the remaining 15 percent over the months ahead.

One of the initial frustrations of TQM that I experienced was its lack of "concreteness" in the early stages of dealing with this new way of thinking and managing. Unlike the old "Management By Objective" (MBO) style of management most of us were raised with, TQM focuses on processes and consensus. Under MBO thinking I would assign someone to complete a job with a results-oriented standard of judging success or failure. TQM has us go beyond just results and demands on-going commitment to increase efficiency, eliminate waste, and not be satisfied with "close enough." We still judge ourselves on the results of our endeavors, but we no longer believe in the saying "close enough for government work."

In an efficiently run organization that has TQM as part of its "corporate culture" the organization, using DOC as the example, would look something like this: bureau councils receive suggestions from employees on how they think a change in process would make their work more efficient, eliminate waste and create greater customersatisfaction. Rememberthat TQM is customer-oriented and requires us to think about the services we render from the customers standpoint. If the issue affects only that bureau, and the bureau council believes the issue has merit, they then charter a "process action team" (PAT) to develop solutions to address the issue. People who are affected by the issue are identified as "stakeholders" and are represented on the action team. There is no limit to the number of people that can serve on an action team as long as all of the stakeholders are represented. This action

	Dec 93	Jan 94	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
All Department Quality Management Councils (DOMC) formed	X												
Council Training Completed		X											
Convey Training Completed		X											
The Maine Quality Management Council (MQMC) first iteration of strategy		X											
"Vision" completed by all DOMC			X										
"Value" completed by all DOMC				X									
Worldwide completes one day of awareness training			60% X	75% X	90% X	100% X	ongoing for new employees						
All DOMCs charter pilot PATs				X									
All appropriate subdepartment DOMCs formed						X							
DOMCs complete strategy & brief to MQMC								X	X	X			
DOMCs charter PATs								X	X	X	X	X	X
10% of the worldwide serving on PATs											X	X	X
Annual report on accomplishments from each department													X

team works on a consensus basis to generate and create options to address the issue the action team was chartered to address. The action team then reports back to the bureau council with recommendations and an implementation strategy.

If the issue affects your bureau as well as another bureau within the department, then the department Quality Management Council chararters an action team with all of the stakeholders represented. This action team also works on a consensus basis and reports to the department council.

If the issue affects DOC as well as another department then the Maine Quality Council chararters an action team with all of the stakeholders represented.

Management and labor work as a team to address issues of efficiency, waste, and customer satisfaction. TQM challenges us to acknowledge our interdependence upon one another and that we share a common interest in the successful completion of the task we are charged with. Simply said, TQM acknowledges that we are a community and not merely the sum of a group of individuals.

Implementing TQM within the DOC requires time and patience. The first department-wide step was our March 9 meeting. TQM is a process that we all must learn together, that we can learn from one another, and that this process has the support of

the Executive Department, the judiciary, and the legislature. Initially the department council has been, and possibly the bureau councils will be, made up of individuals selected to represent a cross-section of perspectives. The purpose is to get the ball rolling. Once it is up and moving the issues of representation and make-up can be further discussed. TQM relies upon representatives of stakeholders to make it workable. How we make up our councils, our PATs, and involve employees in TQM will be matters we will continue to address in the year ahead. TQM challenges us to keep our minds and our hearts open to learning how to work together better and to better serve Maine people.

Total Quality Management is a workable means for improving the way we each do our job. It is a process to be used in addition to the methods that we have already found successful in our day-to-day work experience. TQM does not discourage simple and informal solutions to problems that can be worked out between several individuals. Rather, it is intended to be used as a tool for improving systems and processes that touch many people in the workplace, as well as, the public we serve.

Thanks to Debra Phillips, Carol Michel, Tom Cieslinski, Donna McLaughlin (the last paragraph is her's), Tom Wood, Lori Blier, Dave Mercier, and Dave Struble who contributed to this article. **Ship Bright**

Commissioner's Column
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ture must be a combination of both broad objectives to encompass all of our activities, while being specific enough to be meaningful. Our QMC members feel the vision statement captures well the unique and critical mission performed by our department. One of the members observed, "It tells what motivates me to come to work in the morning."

Most important than what the vision statement says is the process by which it was devised. The vision statement is a true consensus document. It was developed by twenty-two individuals, each representing a unique perspective—senior managers, front line employees, supervisors, program personnel, field employees and office workers, working together to define a common sense of purpose. It may not precisely state the individual feelings of every member of the council. Instead, it states what all of the members of the council, representing their various perspectives, collectively agree are the most important principles for the department. This consensus approach is important because developing the vision statement marks a new way of approaching work within our department.

The statement is the *council's* vision for the department. It is intended to include all of the functions we believe are important aspects of our missions. Consensus on the wording was arrived at only after hours of discussion—sometimes long discussions and debates about a single word. Each word was carefully chosen in the context of the whole statement and of the diverse perspectives of council members. It was those long discussions, together, about our common purpose which were so meaningful to the group and which showed us the importance and potential of working together in the new way.

We recognize not every employee is likely to strongly endorse each statement in the vision, as the council members who worked on it. As bureaus begin discussing establishing their own bureau Quality Councils they too will develop vision statements for their bureau. These vision state-

ments can be more specific since they will be addressing just the functions of that bureau.

We encourage all employees to discuss the vision statement with any council member and ask questions about TQM. As the implementation steps proceed, there will be increasing opportunities for department employees to become involved.

The legislature is moving toward adjournment by mid-April. We will provide an update in the next Bulletin on budget actions and any significant legislation which affect us.

Ed Meadows

DOC QMC
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for the department involved hours of this consensus building.

I think that we could have been more aggressive in communicating on TQM activities within the department. At present we do not have a process for providing new appointment of members or "terms" for council members. If we had waited to find the "exactly right" council, we might not have started the TQM process yet, and we might not have any different council than we do now. The point is we had to start some place in order to begin this new process.

We all appreciate your comments and concerns regarding the council and total quality management. Being openly concerned and voicing your opinions are all important aspects of total quality management. I hope that this has helped you gain a greater understanding regarding the council. I know that the discussion we had helped us to both reaffirm our decision regarding the composition of our council as well as highlight some ways to improve processes so far.

We appreciate your interest in these questions and your thoughts on how we can best implement TQM in our department.

Carol Michel

Roof Repairs Scheduled

The Harlow Building porch roof will be replaced this spring causing unavoidable but temporary inconvenience to Harlow workers and visitors. Every effort is being made to minimize disruption from this essential, 2-3 week job.

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Conservation Notes
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Steve Curtis, Ron Hunt, Lin Gosselin, Tom Skolfield, Ken Wiley, Tim Hall, Tim Caverly, and Bill Cleaves attended a recent University of Maine customer service course.

Forest Ranger **Rick Henlon's** art is being used by the Northeast Compact in some Incident Command course material. Rick's sense of humor comes across in his artwork and makes learning a lot more enjoyable.

BPR's school outreach programs are in full swing with many field staff presenting programs. **Brian Murray**, new manager at Aroostook State Park, is presenting several programs in his area. **Frank Appleby**, manager at Fort Knox State Historic Site, is scheduled to give programs in Newport. Schools in BPR's Central Region have requested programs by **John Cooke** and **Ron Shaw** from Reid State Park and **Gordon Bell**, manager at Camden Hills State Park. **Ken Wiley** and **Bruce Farnham**, from the bureau's Western Region, have given programs in the Waterville and Wilton areas. **Matt LaRoche**, manager of the Penobscot River Corridor in Greenville, has also presented programs, along with **Pat Bailey** and **John Titus** in the Augusta and Lewiston areas. In early April, **Pat Bailey** will train managerial staff in BPR's Southern Region to deliver programs in that part of the state.

The BPL / LMFB purchase and sales agreement to acquire 7,316 and over 16 miles of shorefront surrounding Tunk Lake was a recent front page feature. The land abuts the bureau's 6,952 acre Donnell Pond Management Unit that was acquired in 1988.

Leigh Hoar, Joe Wiley, Matt Foust, Robin Smith, Gail Tunstead, George Ritz, Jay Hall and Jim Ecker participated in the Bangor Sportsman's Show.

Kendall Knowles spoke on timber theft at the annual Northeast Conservation Law Enforcement Association Conference.

Harry Doughty taught a resource unit leader course in Wisconsin in March.

Doug Getchell's name should have been included last month on a list of advanced fire behavior course instructors. Sorry Doug!