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Alright. Well thank you. Don't go anywhere cuz there's several questions. Margaret and Chris, this is great stuff. It lights me up every time I hear this presentation, and now this is in its whole form. You clearly have your fingers on the pulse of things in the Forest Service that a lot of people have been aware about and asked for leadership to look at, so I think it's a really good thing that's occurring with the way this webinar came together and the willingness that the Forest Service leadership, Jim and Bill particularly, are willing to say let's talk about this. A couple of questions that I'd like to ask and note. In your key findings, I just can't emphasize enough how important they are, how you talk about outcomes that are important, one of which is the perception of staff and volunteer managers, the difference between the work being done and the value of the experience being gained, and the notion of how disconnected that can be sometimes. The leadership folks have this work to get done and we gotta count our visitors, we have to count our work being done, we have to turn in our reports. The volunteers say no, we want emotion, passion, we want to learn more about things, we want a better experience. What kind of specific suggestions are you making as a result of this report or where will you go in the next phase of this report with a specific recommendation?

Well I think that rather than answer that directly Rich, because in fairness that's not what we were asked to do. We were asked to present the findings so that the internal agency could make some decisions about what they want to do. I will say though that I think there are some very easy take-aways for the agency

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to consider in supporting when they're nonprofits if they haven't already come to this discussion, and Chris, we talked a little about this in our NASPD thing, the small steps that can be taken to enhance the experience of the volunteer opportunity. You want to talk a little bit about that?

The thing about volunteers having passion and wanting to learn more, I would also say we kind of glazed over that. They want to learn more about the land. It's kind of like the boat and the sea. If volunteers are working on picking up litter, if we have a biologist or we have all these different specialists that are coordinating them, during the water breaks spend 5 or 10 minutes just talking about what you do as a professional to that volunteer. Help them understand your role in the agency. Teach them a little bit about rocks or soil or the butterflies that are over there doing something. I mean it's so easy to help people understand. I mean even the mechanics of how the Forest Service works. People are fascinated if you spend a few minutes and say well this is a ranger district, this is a forest, this is a region, this is a WO. I mean not everybody's interested in that but a lot of folks really need and want to understand the mechanics so that they can better work with – all you have to do is spend a few minutes and figure out what is it – are they a mechanical person, do they want to know structure, do they want to know what I do, and then they'll tell you. Well gee that looks so fascinating, so the next time the volunteer coordinator is out they can say hey, Joe, why don't you come by. These people are hot about fire. Can you come and spend 10 minutes? And it doesn't take a

lot of time, and the payback for the staff person is adoration. Oh my God, this is so cool! We love you! You're special! So there's a great transaction that takes place between the volunteer's passion feeding back to the staff person. Okay, I'll stop there.

Well I think the other thing we found, and this is something the friends of Sedona told us when we talked to them is the volunteers like the affiliation with the agency. They like the camaraderie that their work with the agency has. They talked a little bit about how the volunteers were originally in the Forest Service office and then they eventually had to be moved out of there, and that actually reduced the attractiveness of the opportunity because people want to be associated. I mean the agency as the Forest Service has got – it's a good brand guys. It's a great brand, and it is a great agency to be affiliated with, and I think there are some – I'll just say that and I'll stop.

Let me hear one or two quick questions before we close with questions. I have had a number of questions roll in. We appreciate them and encourage you to send even more in. The presenters will all get back and we'll have some sort of summary that's sent out, and in fact, before we close today, do take a moment to jot on this chat feature what you thought of this whole webinar. There will be an evaluation that will come out, but if you have a one-sentence comment, great. Do this again, or fill in the blanks here or there. That would be a valuable thing. A couple of quick questions from a participant's standpoint – well, the comment

is: The Forest Service should tie targets and outputs to volunteer accomplishments. How do we get line officer buy-in?

Well I think the interesting challenge on measuring results, I know the agency has spent a lot of time doing this, and I will say in fairness to the agency, this work of the question that's out there is should we be measuring the hours. Yes, maybe we should, but what else should we be measuring? Many of your partners have some fascinating perspectives on that. Is it the increase in commitment and do we see that, and this is why I'm excited to see the research of Dr. Apshire because I think some longitudinal work is out there, but the nonprofit community itself struggles with how to measure results, and so I'll just say that in giving the time for Jim to think that this is – it gets to the issue of accountability but the real question is what are the things that we should be holding people accountable for. So I'll say that and I'll let Jim answer the rest.

Well Bill Woodland's gonna jump in here. The old adage evaluate what you measure and measure metrics that matter, yeah, we're still gonna have the metrics of hours and dollars and all like that, but I would suggest we need to go from the green eye shade approach on metrics and matter and a green eye shade approach on leadership on what they report in the performance accomplishments to more of the satisfaction that occurs because of the experience, more qualitative rather than quantitative, so that's one of my proposals that we need to shift the corporate DNA on how we measure our

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results, and it has to be more in that qualitative manner rather than a quantitative manner. Jim?

Well I think that's all on the right track. I almost see that as two separate but related questions. I mean certainly accountability and accomplishing work and things that can be measured are part of that, but I think there is a larger question about getting buy-in and what it brings you beyond that, and community connection and support and extending the knowledge and information of the Forest Service mission through the network, which is your volunteers, I think there's a lot of education around that. There's a lot of additional benefits beyond just the metrics that we can communicate with line officers, so they get graded on _____, but the relationships and political support we really _____.

Well Chris and Margaret in our previous presentation went into the value of your volunteers becoming advocates for your budget, for your mission, in a political sense for legislation. Many, many intangible benefits that are vital, and I'm glad Bill weighed in. we do want to finish by 4:30 as we announced, and I want to briefly introduce Bill Woodland cuz Jim and Bill are gonna close out and I'm gonna have a couple of final remarks as we end the webinar. Bill Woodland is the US Department of agriculture Forest Service national partnerships and volunteer program manager, just on the job for a very brief time, but many decades of experience in volunteer management, over 36 years of employee in the US Forest Service. He's got quite a background in development of the joint

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education partnership called the Natural Resources Distance Learning Consortium. He led a team in developing a learning portal under the Whitehouse Office of science and Technology and has hosted youth and volunteer program experience for many, many years. He holds an undergraduate degree and master's from West Virginia University and completed a doctorate in academic work and recreation and economics at Michigan State. So I don't know, Bill or Jim, who's gonna open with closing remarks. Bill?

I'll go ahead. Bill Woodland here. First of all, I've been introduced in a new position and I'm really honored to be joining the team. I would – Jim mentioned a momentous occasion in the beginning. Hopefully the momentous will fade real quick and it'll be just common fireside chats and we'll have more of these as a community practice. To emphasize on the team delivery here at the national headquarters, we do have another team that is forming up, and that will be the National Partnership Office headed by Joe Meed who is in transit from Alaska and will be back down here by about February right there, so that's another three, four plus _____, and that is at the full director level. We can't disclose because we haven't decided and allocated who does what, but it will certainly be a team approach and it'll be more of a metrics approach, and that's the way I hope this organization that I'm going to be associated with at the headquarters level is more of a metrics rather than a stove pipe. A stove pipe doesn't underscore integration. This webinar I see is an interim report, and this isn't the end, this is the beginning. Our strategy will continue to evolve and strengthen by

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continuous dialogue. Let me throw a little candor in here and confession. A couple of quotes I saw in the CHM report, the Forest Service is not in volunteer management business but it thinks it is. A quote from the management capacity assessment, the primary reason people stop volunteering is because of poor management. Alright. So let's ask the why question followed by the more importantly than how question. Why is because frankly the status quo is unsustainable. Pause long enough to think about the tipping point where frustration exceeds passion, or more bluntly, where we no longer even have a volunteer to raise the American flag in the morning. Okay, confession over. The why that I would suggest is that we need to move beyond viewing partners and volunteers as means of accomplishing individual work on the ground. We need to instead engage our partners and volunteers as equals, accomplish stewardship of the mason's resources. I'm talking about a seat change in attitudes and behaviors. I'm talking about genetic re-engineering of the Forest Service corporate and cultural DNA. So this is something that I think we really need to do because frankly status quo is unsustainable. The who, this is not going to be a hierarchy organization. We're gonna have to flatten this organization, and where the work gets accomplished on the ground, that is where the leadership has to occur. When we talk about engagement across communities of interest and/or other agencies on other partner teams, that's gotta be all the way across. The national level of contacts are not gonna be – can't be reserved at just the national headquarters, so we have to flatten this organization. We also have to move from single events to look at that as an

opportunity to develop a relationship where you have a continuous event, a sustained event like this. So those are some points that I wanted to bring up. But I do want to emphasize that the public we serve, whether it's at the national level or the local chamber of commerce, they could care less about the color of the uniform. They are more interested and engaged, and we will reach them with their passions if in fact it is the stewardship where we invite them to describe the desire to end state in that manner. A couple of items, we've heard alignment come along in here. I've also heard confessions of inconsistency, and we talked about statistics. I do want to talk about a couple items. One is we will always worry about the metrics of safety, communication, reporting upwards and all like that, but I would like to see where we would engage on a continuous dialogue where we are actually nourishing a community practice. Good things are infectious in a good way. We will be hosting additional communications, and that will start with evaluating your comments in this webinar. Jim?

Okay thanks Bill, and again, we're glad to have Bill on board and taking charge of this and building the rest of our team here shortly as well. Okay. I think it's been a great seminar. I learned a lot. I hope you have too. I'd like to share a couple thoughts about where we go from here. First of all, I would like to just say I think we are at a right time and in a great position to move ahead with the youth volunteer and hosting program and elevate those. First of all, there are a lot of good things happening. I said I'd give hose numbers. In 2009 we had 105,583 volunteers.

Damn!

Over 100,000; 937 person years donated at a value of over 90 million dollars, and for a lot of success stories that were given, we have a lot of success stories out there. We have a lot of – we talked about where could places improve cuz that's what we're about, but we have a lot of things to share. We're a part of some of these external success stories that were given too, so I want to point those up. At the same time, some in leadership could look at those numbers and go so what's the problem. We're good enough. Well, I think we all share that that's probably not true and we need broader consistent application and sharing of these successes and _____ the untapped potential, not just in _____, which are important as long as we get them in the right context of stewardship, but in that we do grow citizen stewards, we do grow community connections across the land with our volunteers and partners. It's not just about _____. It's much longer term integrating a mission accomplishment. There are many other things we know we can improve on, like diversity and age class representatives of the population of the country and so forth that we have only begun to touch on. So we're in a good place and we're doing good things. We can do a lot more. The administration is committed to public service. The secretary's pillar of rural wealth is working in rural prosperity and sustainable communities, and there's an element of connecting people to the land, and I've already touched on what the volunteers can really help us do. In recreation in particular, and again, this isn't

all about recreation, but we've been developing a strategy that keys on those things as well. A process of community engagement, planning across the lines to utilize all of our resources, appropriated funds, fees, nonprofits, partnerships, and more business partnerships with the objective of creating citizen stewards. So we are there. Let me say just a quick minute about the national public partnership office because it has been asked. As Bill said, Joe Meed is coming in. Anne Zimmerman, the director of Fish and Wildlife, and I have been charged with working with Joe to define a scope of work for the NPO and how we all fit together, and one of the first things on our list is - they're gonna have a number of roles, but a primary one is the barrier busting and administrative processes, certification, and many things that have come up here. Joe understands that and is committed to carrying that forward. So Anne and I, and we're explaining this to the other directors that are served, which is virtually everyone, to provide input on what that partnership office can do for all of us. So a couple things to do from here, share this webinar more broadly. I'm gonna go to the chief standup next week and talk about it and give him the link. I would charge everybody out there to go to your district ranger, your forest supervisor, your regional forester, your kindred spirits and maybe non-kindred spirits and share the message as well. We're going to assimilate what we've heard today. We're gonna continue to staff up and engage on a process of determining our future. In the short term, we want to strengthen and encourage filling gaps in our staffing and program delivery. In the long-term we think there is real merit in laying the foundation for change and restructuring the programs as a whole and carrying forward some of

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the new models for delivery and through our partners. A way to do that and one of the things I have to think about is how to approach leadership, how to frame this, and we think our partners should be a big part of that, but it's not just Jim Bedwell in there talking about this need and what I know, but engaging some key partners in delivering the message and their capability. So as Bill said at the beginning, I think it's a really good beginning. We can carry out that vision that the forest national leadership team gave us when they transferred this program to us. So I just want to thank Rich for his contributions once again, your good job, and all the presenters. You're real professionals and you really helped us to lay that foundation I talked about. Thank you all again for joining us.

Thanks Jim and Bill. I'm gonna close with just a couple of quick comments and directions on how to gain some additional information. You know, one thing that's run through this whole presentation today is that time is your most valuable asset. It's the most valuable asset of volunteers who give their time to staff who work in public service, and you have generously given of your time to participate in this, and we thank you. We thank especially the volunteers who are sitting in today, and we appreciate the fact that – we have a running tally of how many people are on the call and in the webinar, and it hasn't dropped off. Everybody stayed on for the whole enchilada today, and it's really gratifying to see that. We'd like to thank a couple of people particularly. Laura Horner of the BLM National Training Center. Great stuff. The Forest Service staff at the district forest and regional level, the volunteers and partners as I mentioned, the

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presenters today and the webinar assistants, Martha who left early to go to the Christmas tree lighting today, special treat for her, Gail Vanderby has been acknowledged several times, and thanks Jim for your leadership and your willingness to step out in this role. This is a really innovative way to communicate with staff and volunteers. I want to tell you that it's my observation of organizations who get it, this is an organization that gets it and is using an adaptive feedback loop to say how can we do better, what can we do better. All of you need to comment on this presentation, on the things you heard hear today. Take the time. There'll be an evaluation form sent with some links to sites and reports. Take that time to read it. As Jim said, share the report and the webinar link with others. If they're willing to sit through this then they will gain much I think from it. So thank you for the invitation to moderate this. I've had a lot of fun. It's been great. We'll do it again. Thanks everybody for being a part of this.