

# Straight TALK

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photo-CMAS

## Change

*Panta rhei*—“Everything is changing!”  
—Heraclitus (c. 535 – c. 475 BC)

[www.en.wikipedia.org/wiki/Heraclitus](http://www.en.wikipedia.org/wiki/Heraclitus)

The ancient Greek philosopher Heraclitus is famous for his doctrine of change as stated in his famous saying, “You cannot step twice into the same stream.” Every time we step into a stream or launch a boat into the same river, the water that flows by us is constantly changing.

We have all heard that change is inevitable, and it actually does occur all of the time. Some of us welcome change—I know I like it when I’m fishing Lake Erie and the winds shift from the north to the south. However, there are also times when the winds change from the other direction which

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Presque Isle Bay, Erie County

isn’t as welcomed, but I adapt by either pointing the bow of the boat into the wind and batting down the hatches or just returning to port and waiting out the high seas. When our Commissioners approved the current strategic plan last July, they directed me to gain a better understanding of the climate of the Commission’s workforce and implement strategies for improvement. Tackling that goal and staff morale have been top priorities.

As Executive Director, I want to better understand our organizational structure and determine whether there is anything we can do to improve the efficiency of our operations. I compare this to changing the oil and spark plugs in a car versus an entire engine replacement. The vehicle we are using has brought us to where we are currently, but a tune-up helps us move forward more quickly and efficiently by using less gasoline. I enlisted the help of our Office of Administration’s Office of Strategic Services (OSS) to conduct an Agency Organization Assessment. They observed that, “A well constructed organization sets the stage for the ability to succeed in carrying out mission-related activities.” This is all about Resource First and providing exceptional public service.

After months of rigorous analysis by OSS, where they researched and evaluated structures of other comparable fish and wildlife agencies in other states, conducted six focus group interviews involving 35 staff and led 30 personal interviews involving all Bureau Directors, Division Chiefs and Regional Law Enforcement Managers, they presented three levels of change—slight, moderate and significant. Their review also identified strengths and weaknesses of the existing agency operations. I personally evaluated each option and hybridized them into my own personal version.

Although I claim no ability to influence Mother Nature, I am confident that the winds of change for this effort will be from the north to the south, which is good unless you are in Canada. This process made me realize that I am very fortunate to have a very dedicated staff of 432 employees and an Executive Board of ten Commissioners who will do whatever it takes to accomplish our collective strategic goals.

**Get questions answered.  
Share your ideas.**



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# Pennsylvania Fish & Boat Commission Proposed New Structure

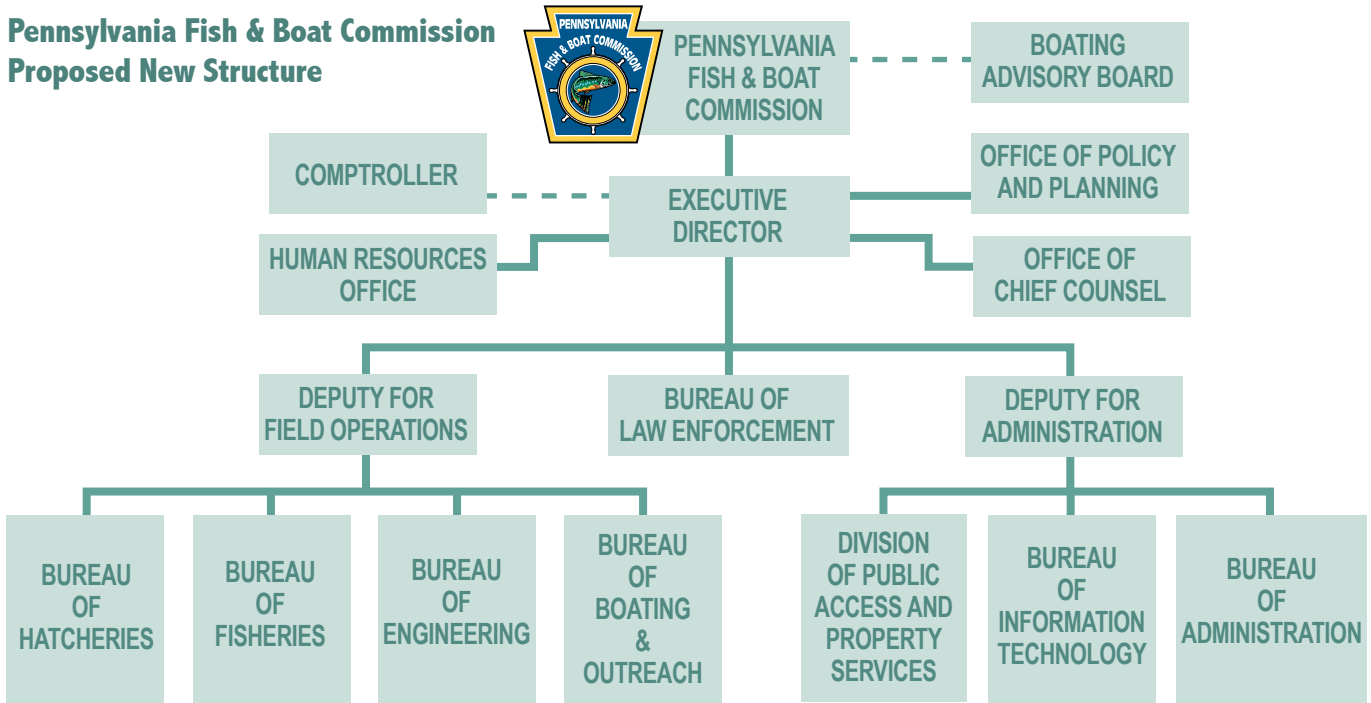


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I am very excited about this change and believe that it will improve staff morale in addition to creating a more efficient and cost-effective operation.

The organization chart above provides an overview of the proposed new structure. I would like to introduce Andrew L. Shiels as our new Deputy Director for Field Operations and invite you to read about his background and qualifications on page 57. We will be working to fit the right people to the right jobs. I have always believed that we have to take advantage of everyone's strengths and minimize our weaknesses to maximize productivity. We all know that if you really love what you do for a living, you will never have to work a day in your entire life. I believe that this change helps us to be more efficient with the excellent staff resources and expertise we already have available, so we can provide great public services.

Thanks again for the trust and public support that you give the agency, which benefits the resources we all love to enjoy. Stay tuned for an exciting and productive New Year. On behalf of all Commission staff and our Board of Commissioners, have a happy and safe holiday season.

Your Director  
><(John{(>

The mission of the Pennsylvania Fish & Boat Commission is to protect, conserve and enhance the Commonwealth's aquatic resources and provide fishing and boating opportunities.

