

Forest Resources Division Management Team

Michigan Department of Natural Resources

Team Charter

Introduction

This charter is designed to provide clear direction to determine Management Team appropriate content, how that content is reviewed; decision making and how those decisions are made; information sharing as well as how business is conducted. This charter serves not only as a guide for Management Team participants but as an explanation to all FRD employees about how the team functions.

What: *The purpose of this Team Charter is to provide a consistent, clear playbook for the operation of the Forest Resources Division Management Team as well as sharing with all Division staff how the team functions and why.*

Why: *The Management Team provides our Division with exemplary leadership, strategic direction, oversight, and administration of Division work while coordinating programs through clear communication.*

Who: *The Management Team is comprised of the Chief, Assistant Chief, Section Managers (Program Services, Forest Operations and Planning, Resource Assessment, Fire Management, and Forest Health and Cooperative Programs,) and District Managers.*

Key Values: Leadership, Accountability, Transparency, Confidentiality, Employee Engagement, Enrichment, Service, Diversity, Equity, and Inclusion

Content: *What are the topics we discuss and make decisions on?*

- 1. Budget (Accountability, Transparency)**
 - a. Strategic level direction and connecting that to our budget
 - b. Direct budget investment
 - c. Implementation of pending legislation or funding from supplemental sources
 - d. Research proposals
- 2. Divisional Structure (Transparency, Confidentiality)**
 - a. Organization and staffing plans
 - b. Vacancies and priorities
- 3. Division Asset Management (Accountability, Service)**

- a. Buildings and facilities: capital outlay, tracking inventory, streamlining operations, planning efficiencies
- b. Major infrastructure: roads, bridges, culverts, and resource restoration
- c. Vehicles and Equipment; Fire equipment, Cultivation, VTS
- 4. Division policy (Leadership, Accountability, Transparency)**
 - a. Setting and carrying out division policy
- 5. Strategic direction and establishing priorities (Accountability, Transparency, Service, Leadership)**
 - a. FRD Strategic Plan
 - b. State forest management plans
 - c. Forest Action Plan
 - d. Engagement with other high-level planning efforts (e.g. Public Land Strategy, Wildlife Action Plan)
- 6. Promote professional growth/Employee Engagement (Leadership, Accountability, Employee Engagement, Enrichment, Diversity, Equity, and Inclusion,)**
 - a. Mentorship
 - b. Leadership training/development
 - c. Mirror Board
 - d. Skill books/task books assignment to mentor
 - e. Employ Diversity, Equity, Inclusion
 - f. Evaluations (Performance, 360)
 - g. Employee Recognition
- 7. Division Initiatives (Employee Engagement, Enrichment, Transparency, Accountability, Diversity, Equity, and Inclusion)**
 - a. Work group sponsorship
 - b. Receives reports and recommendations from work groups

Process: *How the MT Functions*

Meeting Schedule

1. Weekly Meeting: Each Wednesday from 9am – 11 am, except week of monthly meeting, meeting is held virtually and includes all Section Managers, District Managers, and Resource Protection Managers.
2. Monthly Meeting: Meetings are held virtually with face-to-face meetings held as conditions allow. Meetings include all Section Managers and District Managers.

Meeting Agenda

1. Agenda items can be submitted anytime up to 7 days prior to the meeting
2. Agenda item sponsor(s) work with presenters to make recommendation for information and decision needs to the Chair. Decision can be delayed to a follow-up on a weekly conference call
3. Agenda is drafted and sent to MT members by Exec. Sec. 5 days prior to the meeting
 - a. Emergency items may be added at discretion of Chief and Assistant Chief

Meeting Guidelines and Sideboards

1. MT members will participate in weekly conference call and monthly meetings
2. Team will use [Announced Decision-Making](#) style to make decisions and report to staff (see [Announced Decision Making model documents](#) for details)
 - I. The Leader Holds the decision-making power
 - II. The Leader Shares the decision-making power
 - III. The Leader Gives Away the decision-making power
3. Action items hold staff accountable following Division direction and priorities
4. MT may call on staff to participate in a meeting when expertise is required to make decisions
5. It is recognized that some decisions are not the MT's to make, e.g. Governor, DNR Executive, and Legislative

Member Conduct

1. On-time and prepared
2. Be present, minimize distractions and cell phone use
3. Having personal space at the table
4. Virtual Meeting
 - a. Turn cameras on when presenting, as bandwidth allows
 - b. Mute mic when not speaking
 - c. Utilize raised hand or chat feature if a question or comment needs to be made while someone else is talking
5. Facilitator calls meeting to order and executes the agenda

Key Messages for MT Meetings

1. Executive Secretary captures raw notes as meeting occurs and posts them in the MT OneNote notebook after the meeting. Final draft of minutes supersedes raw notes. The meeting notes, decisions, and action items are finalized within 7 days of the meeting.
2. Presenters or MT sponsors of presenters are responsible for producing the key messages for their agenda topics, normally within 5 days of the meeting. This will be done in a shared common document and finalized by the Executive Secretary within 7 days of the meeting.
3. Finalized Key messages will be reviewed by MT members before being distributed to staff, which will occur via posting in DNR-FRD Teams room.
4. Key Message Calls are held within 10-14 days of monthly meeting. Calls will usually be held bi-monthly.

Relationships: *The Who and Our Roles and Responsibilities*

Chair: Chief and/or Assistant Chief. Lead decision makers.

Facilitator: The facilitator will rotate between members of the management team, excluding the Chief or Assistant Chief, and are responsible for moderating the meeting accordingly. Their role is three-fold: to provide an environment where everyone can do their best thinking, listening, and can be heard. The facilitator's role is to become the steward of profound cultural change.

The facilitator will rotate between a Section Manager to a District Manager and vice versa, in an alphabetical fashion. Facilitator training will be made as needed through the Training Officer.

Executive Secretary:

1. Arrange schedules and logistics of the meeting (on-line vs. on-site, etc.)
 - a. Ensures room(s) are ready the day of the meeting
2. Solicit agenda topics from members a minimum of two weeks in advance of the meeting.
3. Provide potential items to chair and develop a draft agenda
4. Make sure Agenda is distributed to Management Team members 5 days prior to meeting
5. Place information in MS Teams channels
6. Captures raw notes as meeting occurs and posts them in the MT OneNote notebook after the meeting. Final draft of minutes supersedes raw notes. The meeting notes, decisions, and action items are finalized within 7 days of the meeting. Maintain tracking system of decisions and action items

Members: Chief, Assistant Chief, Section Managers, and District Managers. Members are to propose agenda items, be a decision maker when the appropriate model is used, carry out action items, and to lead or facilitate workgroups. They are to be liaisons for their respective work area. They are to get their agenda materials to the Executive Secretary on time.

Appendix A

Content (“What”, The purpose of the group)

- Best interest of Division [Content]

Process: (“How”, The methods and procedures)

- Agenda items important to Division [Process]
- Weekly meetings – share and connect (reformat?) [Process]
- Start fresh – all for conversation, not cut off, not moving too slow [Process]
- Clarity on what decision (labeled decision) how made [Process]
- Room needs to be big enough (comfort) [Process]
- Multiple day meeting [Process]
- Team members help build and implement MT meeting [Process]
- Actor, when MT member cannot be present [Process]
- Members help with agenda and running meeting (responsible and accountable) [Process]

Relationship: (“Who”, Relationships within the group)

- Opportunity for all to contribute [Relationship]
- Sounding board – support each other [Relationship]
- Honor commitment to our time [Relationship]
- Discipline to follow priorities [Relationship]
- Roles and responsibilities [Relationship]
- High emotional intelligence/maturity [Relationship]
- Better alignment of MT member’s strengths [Relationship]
- Better communication between MT members (schedule calls) [Relationship]
- Benefit of the doubt [Relationship]
 - When we have questions, we make contact
- Comfort with discomfort [Relationship]
- Use “we” instead of “you” or “they” [Relationship]

Appendix B – *See labeled-decision making document in Teams*

Glossary of terms

Leadership: The ability to motivate a group of people toward achieving a common goal

Accountability: An obligation or willingness to accept responsibility or to account for one's actions

Transparency: Openness and honesty in conducting business or operations

Confidentiality: Honoring personal or sensitive information

Employee Engagement: Establishing meaningful connections

Enrichment: Improving or enhancing the quality or value of a career

Service: A commitment of assistance and dedication to a cause

Diversity: Practice or quality of including or involving people from a range of different social, ethnic backgrounds and gender or sexual orientation

Equity: The quality of being fair and impartial

Inclusion: Equal access to opportunities and resources