

DRAFT DESIRED ATTRIBUTES | Oregon State Forester  
BOF Discussion Draft, 6-23-16

1. Proven leadership, vision and commitment to forests and forest ecosystems, the development and implementation of forest policy, and the rural and urban communities that depend upon forests;
2. Proven success in providing leadership and vision to and forming collaborative, productive partnerships with a diverse set of stakeholders and staff;
3. Experience with or understanding of Oregon fire protection, forest management and conservation, and natural resource protection regulation;
4. Outstanding communicator who is considered forthright, honest, fair and timely among employees, partners and stakeholders;
5. Experience in the development, management and evaluation of budgets with diverse revenue sources and funding mechanisms;
6. Awareness and understanding of Oregon Department of Forestry policy and operations, and the current opportunities and challenges facing the agency;
7. Demonstrated skill at managing conflict and decision-making; willing to make difficult or unpopular decisions.
8. Proven experience leading an agency or organization as it engages with legislators, stakeholders, boards and staff to develop and implement policy, statute and administrative rule;
9. Experience in the development, implementation and periodic evaluation of strategic initiatives, policies, and long- and short-range plans to position the agency 5-10 years in the future.
10. Demonstrated ability to foster an agency culture of service, workforce diversity and strong internal communication and alignment.

*Not for consideration, just for background...*

#### **DEQ**

1. Leadership/ Management experience leading an agency or regulatory department of similar size and scope to DEQ.
2. Experience in environmental regulatory oversight, including enforcement of rules, laws and statutes
3. Strong written and oral communication skills with diverse influential audiences
4. Experience forming collaborative and productive partnerships with a diverse set of stakeholders and staff
5. Experience in the development, implementation and evaluation of strategic organizational goals, plans and policies

#### **Revenue**

1. A proven leader who has led an organization, department of government, or company that matches the size, scope and complexity of the Oregon Department of Revenue. Managed a departmental budget of over 312M bi-annually
2. Ability for the leader to connect staff to the mission of the organization. (Our employee engagement scores are highest around connection of work to the mission – it's core for the staff)
3. A leader with high ethical standards, who is willing to stand up to policymakers and staff when something isn't right. In addition, someone who is above reproach in their own integrity and ethics.
4. A leader who recognizes how the department fits in the enterprise and is willing to work on enterprise initiatives and relationships to further both the enterprise and the department.
5. Your background should demonstrate that you understand the attributes needed to serve the Governor and the Legislature.
6. A balance in skill set between the director/deputy director for tax policy and enterprise leadership

#### **ODF 2010**

1. Proven leadership, vision and commitment to thriving forests and forest dependent communities
2. Knowledge and understanding of state forest laws, policies and rules
3. Experience in the protection of forest land
4. Experience in the conservation of forest resources
5. Knowledge and experience developing and presenting budgets for approval of governing bodies
6. Experience evaluating agency programs and making recommendations for program or policy changes
7. Management experience with a board, commission, or public agency
8. Experience in the development, implementation and evaluation of strategic program rules, policies, long- and short-range plans
9. Experience with the legislative and administrative rule process

10. Experience as a skilled consensus builder working with multiple stakeholders, often with competing interests