



Oregon Board of Forestry

Wednesday, April 23, 2025

Public Meeting Materials

Revised
04/08/25

Public Meeting Materials

1. Opening Comments

No materials provided

2. Public Forum

- a. Sign up link: <https://signup.com/go/SuyZRuz>
- b. Email testimony: boardofforestry@odf.oregon.gov

NOTE: Testimony is forwarded to Board Members as it is received. Compiled testimony will be uploaded to the website after May 9, 2025.

3. Strategic Planning Update

No materials provided

4. State Forester Recruitment: Process Presentation

- a. [State Forester Position Description](#)
- b. [2021 State Forester Job Posting](#)
- c. [2021 State Forester Desired Attributes](#)

5. State Forester Recruitment: Desired Attributes Part 1 – Department Staff

- a. [Department Staff Input on State Forester Desired Attributes](#)

6. State Forester Recruitment: Desired Attributes Part 2 – Public Testimony

- a. Sign-up link: <https://signup.com/go/SuyZRuz>
- b. Email testimony: boardofforestry@odf.oregon.gov

NOTE: Testimony is forwarded to Board Members as it is received. Compiled testimony will be uploaded to the website after May 9, 2025.

7. State Forester Recruitment: Desired Attributes Part 3 – Board Discussion

See materials for items 4-6.

8. Private Forest Accord Implementation Update

No materials provided

9. Closing Comments

No materials provided



STATE OF OREGON
POSITION DESCRIPTION

Position Revised Date: March 2025

Agency: Oregon Department of Forestry

Facility:

☐ New ☒ Revised

This position is:

- ☐ Classified
☐ Unclassified
☒ Executive Service
☐ Mgmt Svc - Supervisory
☐ Mgmt Svc - Managerial
☐ Mgmt Svc - Confidential

SECTION 1. POSITION INFORMATION

a. Classification Title: **Agency Head**
b. Classification No: Z7014
c. Working Title: **State Forester**
d. PPDB No/WD ID: 0001
e. Section Title: State Forester's Office
f. Agency No: 62900
g. Employee Name:
h. Budget Auth No:
i. Supervisor Name:
j. Repr. Code:
k. Work Location (City-County): Salem – Marion

l. Position: ☒ Permanent ☐ Seasonal ☐ Limited duration ☐ Academic Year
☒ Full Time ☐ Part Time ☐ Intermittent ☐ Job Share

m. FLSA: ☒ Exempt ☐ Non-Exempt
If Exempt: ☒ Executive ☐ Professional ☐ Administrative ☐ Computer
n. Eligible for Overtime: ☐ Yes ☒ No

SECTION 2. PROGRAM AND POSITION INFORMATION

a. Describe the program in which this position exists. Include program purpose, who's affected, size, and scope. Include relationship to agency mission.

The State Forester is responsible for leading the agency to serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic and community sustainability.

The State Forester is responsible for fire protection on approximately 15.8 million acres of Oregon forest lands, most of it in private ownership. The long-term goal of the department's Protection from Fire Program is to provide the most efficient (lowest total cost) program in terms of budgeted costs, extra suppression costs, and damage to timber and other values resulting from wildfire. To accomplish this end, the State Forester is charged with maintaining a complete and coordinated statewide protection system.

The State Forester is appointed by and reports to the Oregon State Board of Forestry; no other position reports directly to the Board. The Forester also fulfills the role of Secretary to the Board, setting agendas and following up to ensure that action is taken on Board decisions. The Board meets approximately every six weeks. In the area of timber sales, the State Forester does not report to the Board, but has independent and sole authority, subject to legislative direction. The State Forester is responsible to the Board for the agency meeting the Board's mission and objectives. Approximately 1,446 positions (1097 FTE) and a budget of \$832 million are managed biennially.

b. Describe the primary purpose of this position, and how it functions within this program. Complete this statement: The primary purpose of this position is to:

Carry out the goals and objectives of the Board of Forestry through executive leadership of the Department of Forestry in accordance with the Board of Forestry's strategic plan, the Forestry Program for Oregon. In general the Board provides overall policy and direction that serves as a framework within which the Department develops and administers its programs. The State Forester assures agency operations are in alignment with the Board of Forestry Vision for Oregon, and develops collaborative working relationships with stakeholder groups, the legislature, and other state, national, international and tribal governments.

SECTION 2. PROGRAM AND POSITION INFORMATION

The primary duties of the State Forester are outlined as directed by Oregon Revised Statutes (ORS) 526.041 these include, but are not limited to: 1) Promulgate rules for the enforcement of the state laws relating to the protection of forestland and the conservation of forest resources; 2) Appoint and instruct fire wardens; 3) Direct the improvement and protection of forestland owned by the State of Oregon; 4) Collect data relative to forest conditions; 5) Take action authorized by law to prevent and extinguish forest, brush and grass fires; 6) Enforce all laws pertaining to forestland and prosecute violations of such laws; 7) Cooperate with landowners, political subdivisions, private associations and agencies and others in forest protection; 8) Advise and encourage reforestation; 9) Publish such information on forestry as the forester determines to be in the public interest; 10) Enter into contracts and cooperative agreements pertaining to experiments and research in forestry; 11) Sell, exchange or otherwise dispose of any real property acquired by the board for administrative purposes and no longer needed; 12) Coordinates with other participants any activities of the Department related to a watershed enhancement project approved by the Oregon Watershed Enhancement Board; and 13) Set uniform state standards for certification of wildland fire training courses and educational programs.

The Department of Forestry administers three principal programs: 1) Fire Protection; 2) Forest Resources – Forest Practices Act and All Lands; and 3) State Forests management. There are smaller program areas: Resources Planning; and Government to Government. The Department supports its programs through Agency Administration: 1) Information Technology; 2) Planning and Policy Development; 3) Business Services; 4) Human Resources; 5) Equipment and Capital Improvements; 6) Public Affairs; and 7) Federal Grant Management.

All of these programs are vital to the economic, social, and environmental well-being of the Oregonians. Lack of appropriate and responsible program planning and administration in any of these areas would result in substantial financial, social and/or environmental losses to the State.

SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark “N” for new duties, “R” for revised duties or “NC” for no change in duties. Indicate whether the duty is an “Essential” (E) or “Non-Essential” (NE) function.

% of time	N/ R/ NC	E/ NE	DUTIES
10%		E	Secretary to Board of Forestry: Advises the Board in setting priorities, appraises the Board of emerging issues, ensures that the Board functions in compliance with state law. Reviews and submits minutes for Board approval. Assists and represents the Board in identifying and resolving policy issues and in working with interest groups, the state legislature and others.
35%		E	Policy Administration and Direction: Directs all activities of the Department. Determines policy, priorities, and the utilization of resources in order to carry out the goals and objectives mandated by Oregon law and policies of the Board of Forestry. These decisions potentially have significant consequences. The State Forester is regularly faced with major fire emergencies, mismanagement could result in catastrophic resource and economic loss, and threats to public safety. Improper harvest management on state-owned forestland would impact funds available to schools and/or counties and could cause loss of valuable forest resources. Determines Department policy. Analyzes all pertinent issues and information, assesses the impact of proposed policy, determines the resources necessary to implement such policy in order to ensure the efficient and effective delivery of services. Sets Department program priorities. Evaluates the needs of forest landowners and the general public and assesses the availability of human, fiscal and capital resources in order to implement policy effectively.
15%		E	Program Administration and Direction: Directs the administration of Department programs: a) evaluates the quality of services provided through review of reports and conferences with reporting staff, landowners, legislators, interest groups, and the Governor's Executive Staff; b) considers the input of statutorily formed and ad hoc advising groups; c) explores solutions to problems and selects the best alternatives; d) authorizes the redistribution of available resources to meet changing program needs; e) resolves conflicts between Areas and Divisions on matters of shared responsibilities; f) establishes reporting relationships and administrative controls over program operations; and g) coordinates activities with other agencies in areas of mutual concern in order to ensure compliance with established policies, objectives, program priorities and applicable laws, rules and regulations.

SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark “N” for new duties, “R” for revised duties or “NC” for no change in duties. Indicate whether the duty is an “Essential” (E) or “Non-Essential” (NE) function.

% of time	N/ R/ NC	E/ NE	DUTIES
10%	E		Agency Budget Management: Directs, reviews and approves, through subordinate managers, the preparation of the Department's biennial and fiscal budgets. Determines priorities among requests from Areas and Divisions. Champions the needs for additional resources with appropriate parties such as the Department of Administrative Services, the Governor, and the Legislature in order to effectively implement programs and carry out legal mandates. Implements and manages, through subordinate managers, the agency's legislatively-approved budget.
15%	E		Agency Relations and Leadership: Establishes, cultivates and maintains relationships with key Department stakeholders. Leads, participates in, or coordinates interagency or interstate committees and task forces; provides expert consultation to the Governor, the Legislature, Department of Administrative Services or other high-level officials; addresses professional organizations and citizen groups to advocate and explain policy and the needs of target populations served; conducts and/or attends meetings and conferences.
15%	E		Supervision: Directly supervises the agency Deputy Leadership, Business Services, and Legislative Coordination. Provides leadership direction for agency strategic planning, performance management, decision-making, and communications. Establishes the agency's policies to select, train, develop, motivate and/or assign people so that the agency's mission is achieved in a cost-effective manner. Oversees the progressive discipline process in conjunction with Human Resources. Completes and reviews performance appraisals and position descriptions for direct report staff. Serves as the Department's primary appointing authority. Responsible for implementing and accomplishing the Department's Affirmative Action goals in the recruitment and selection of protected class individuals. Promotes and supports the value the Department places on Equal Employment Opportunity, Affirmative Action, Diversity, Equity, and Inclusion and the internal working guidelines through individual actions and interactions with employees, applicants, stakeholders, and community partners. Creates a working environment that encourages all employees to achieve their full potential and a place of belonging. This includes addressing career development opportunities, developing individual learning plans, and by reviewing employee training and career plans to determine appropriate developmental assignments. Maintains a professional attitude and an inclusive work environment, free of intimidation, harassment and other forms of discrimination that enhances employee perception of ODF as their “employer of choice.” Because the Department's highest priority work is a forest fire emergency, this position provides leadership to agency in critical actions. This includes communication with Governor's office, Legislators, and other key leaders across the state and region.
100%			

SECTION 4. WORKING CONDITIONS

Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.

Position requires frequent overnight travel within Oregon and the United States, and occasional international travel to attend meetings and conferences. Frequently requires long work days under stressful situations and tight deadlines. Strives for collaboration among public interest and stakeholder groups with conflicting interests related to politically sensitive, complex and controversial topics and issues. Requires decision making under stressful circumstances. Required to drive an assigned vehicle, obeying all traffic laws.

SECTION 5. GUIDELINES

- a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures.

The State Forester position uses state laws, administrative rules and policy, federal law and regulations, the Forestry Program for Oregon, collective bargaining agreements, and generally accepted principles of executive leadership.

- b. How are these guidelines used?

To assure the Department is well run, serves the citizens of Oregon, and has the trust and credibility of Oregonians. These are used daily to conduct business, provide direction to assure compliance. They are also used to review, analyze, develop and execute policy recommendations or draft legislation for the Board of Forestry and Governor.

SECTION 6. WORK CONTACTS

With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?

Who contacted	How	Purpose	How Often?
Board of Forestry - Chair	Person/Telephone	Information sharing/check-in/update	Daily/Weekly
Board of Forestry	Person/Telephone	Receive direction/information sharing	Weekly/Monthly
Governor & Staff	Person/Telephone	Receive direction/information sharing	As needed
Other State Foresters	Person/Telephone	Information sharing/coordination	As needed
Federal Executives	Person/Telephone	Information sharing/coordination	As needed
Agency Personnel	Person/Telephone	Give direction/coordination	Daily
Legislators	Person/Telephone	Coordination/testify (during Session)	As needed
Members of Congress	Person/Telephone/Written	Information sharing/coordination	As needed
Interest Group Leaders	Person/Telephone/Written	Information sharing/coordination	Daily/Weekly
Other State Agency Directors	Person/Telephone/Written	Information sharing/coordination	As needed
Media and Press Leaders	Person/Telephone	Information sharing	As needed

SECTION 7. POSITION RELATED DECISION MAKING

Describe the typical decisions of this position. Explain the direct effect of these decisions.

In addition to directing the agency, the State Forester makes decisions that assure the stewardship management of forest land in Oregon through effective coordination, management, and delivery of Department programs. Effective leadership decisions ensure maintaining public support for the Agency, viable and effective relationships with legislators and stakeholders, and effective policy direction for the Board and the Agency. Effective management decisions ensure appropriate and efficient expenditure of funds, management of operational risk, setting appropriate tone and expectations for the Agency, and maintaining high morale of Department employees.

Decisions impact statewide human, financial and physical assets for operations required to protect and manage forest resources. Fire, and insect and disease plans and allocation decisions impact timber supply, local economies, recreation and business access, risk of fire, loss of resource values and growth. Timber sale plans and allocations impact state and local government revenues, private business operations, and management of forest resources over time. Human resource plans and allocations impact effectiveness of the agency work force and program accomplishments on a statewide basis. Environmental plans and allocations impact livability and environmental values on a statewide basis.

In addition to interpreting laws, rules, regulations, and policies, makes decisions that assure that department policies allow a decentralized organization to operate in a legal, cost-effective manner that yields a high level of quality service to the public and department customers.

SECTION 8. REVIEW OF WORK

Who reviews the work of the position?

Classification Title	Position #	How	How Often	Purpose of Review
Board of Forestry Chair		Formally/Informally	Annually and as needed	Reviews are made during meetings to check progress and annually one-on-one to discuss overall performance.

SECTION 9. OVERSIGHT FUNCTIONS (THIS SECTION IS FOR SUPERVISORY POSITIONS ONLY)

- a. How many employees are directly supervised by this position? 5
How many employees are supervised through a subordinate supervisor? 1,446

b. Which of the following activities does this position do?

- | | |
|---|--|
| <input checked="" type="checkbox"/> Plan work | <input checked="" type="checkbox"/> Coordinates schedules |
| <input checked="" type="checkbox"/> Assigns work | <input checked="" type="checkbox"/> Hires and discharges |
| <input checked="" type="checkbox"/> Approves work | <input checked="" type="checkbox"/> Recommends hiring |
| <input checked="" type="checkbox"/> Responds to grievances | <input checked="" type="checkbox"/> Gives input for performance evaluations |
| <input checked="" type="checkbox"/> Disciplines and rewards | <input checked="" type="checkbox"/> Prepares & signs performance evaluations |

SECTION 10. ADDITIONAL POSITION-RELATED INFORMATION

ADDITIONAL REQUIREMENTS: List any knowledge and skills needed at time of hire that are not already required in the classification specification:

ORS 526.031 specifies that the Board of Forestry shall appoint a State Forester, who must be a practical forester familiar with western conditions and experienced in organization for the prevention of forest fires.

The State Forester directs the Department of Forestry in carrying out the policies of the State of Oregon and directives of Oregon forest laws, serves as Secretary to the Board of Forestry, and manages State of Oregon forest lands in accordance with the legislature's direction. ORS 526.041 establishes general duties of the State Forester in compliance with ORS 183.

Must possess a valid driver's license with an acceptable driving record.

BUDGET AUTHORITY: If this position has authority to commit agency operating money, indicate the following:

The State Forester has authority to commit all monies appropriated by the Legislative Assembly. Current biennial limitation and appropriation total approximately \$303 million of General Funds, Other Funds, Federal Funds, and Lottery Funds.

Operating Area	Biennial amount (\$00000.00)	Fund type
Statewide	\$832,000,000	All types

SECTION 11. ORGANIZATIONAL CHART

Attach a current organizational chart. Be sure the following information is shown on the chart for each position: classification title, classification number, salary range, employee name and position number.

SECTION 12. SIGNATURES

Employee Signature

Date

Supervisor Signature

Date

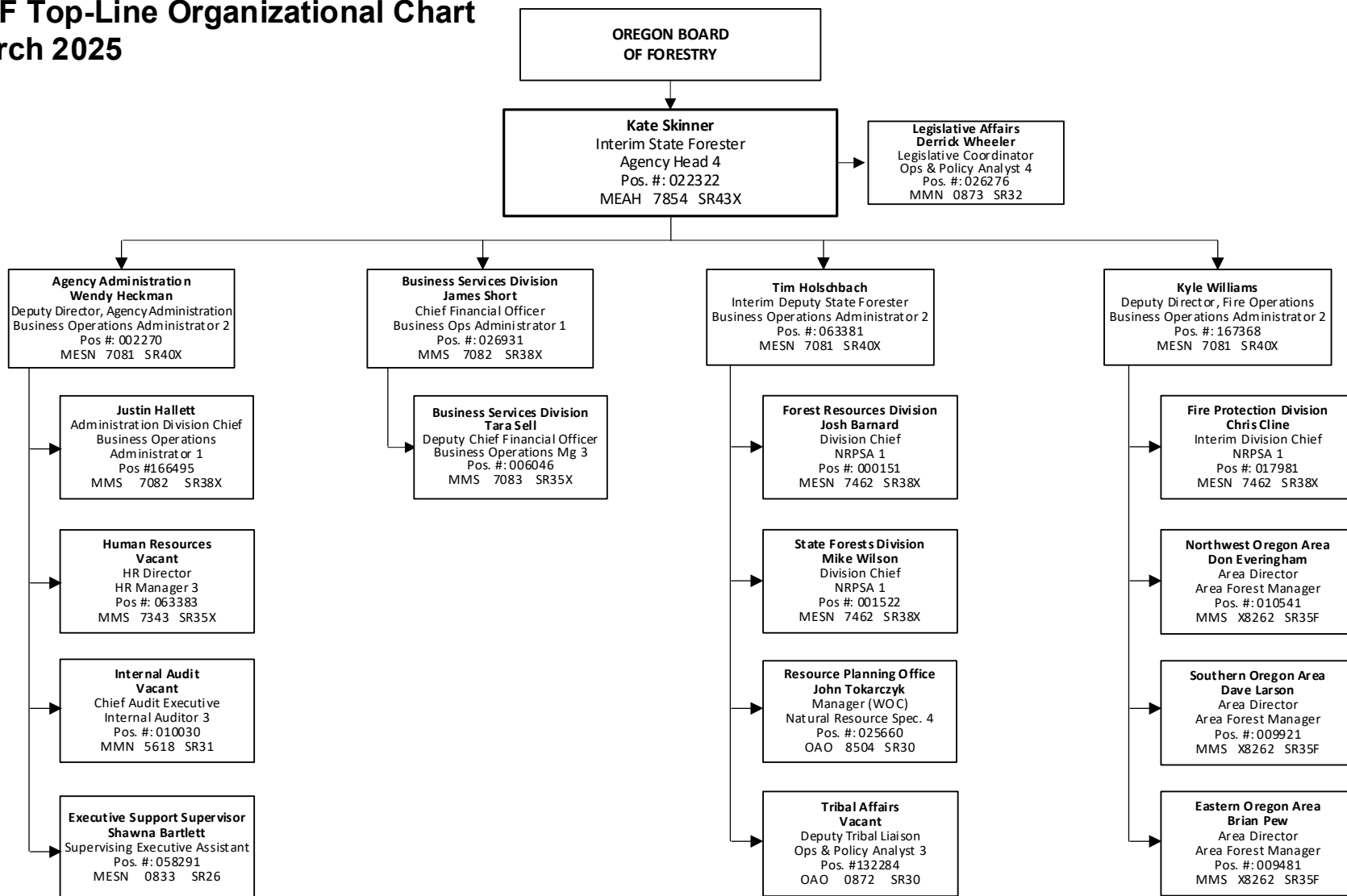
Appointing Authority Signature

Date



ODF Top-Line Organizational Chart

March 2025





GOVERNOR KATE BROWN



STATE FORESTER

Principal Executive Manager H

Office of Governor Kate Brown

Salem, Oregon

Salary:

\$109,980.00 - \$170,268.00 Annually

Opportunity:

The state of Oregon is seeking an experienced leader with extensive knowledge of western forestry, to serve as the **State Forester at the Oregon Department of Forestry**. This position is also the Department's Chief Executive Officer and will be appointed by and shall serve at the pleasure of the seven-member Board of Forestry.

The Community and the City:

Oregon's landscape ranges from the windswept Pacific coastline to the Cascade Mountains. Between dense evergreen forests are unique cities where individuality and creative expression are celebrated.

Salem, Oregon, is a growing community located in the heart of the Willamette Valley. The Willamette Valley is one of the most fertile and agriculturally productive regions in the world. The area is dotted with cities, farms, and forests and is considered one of the most livable areas of the country, offering a low cost-of-living, quality schools, and mild weather. Salem, the state capital, is one of the valley's oldest cities and the second largest city in Oregon.

The Agency:

The [Oregon Department of Forestry](#) (ODF) was established in 1911. The Department's mission, under the direction of the State Forester, who is appointed by the Oregon Board of Forestry, is to serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability. Oregon's Revised Statutes (ORS) direct the State Forester to act on all matters pertaining to forestry, including collecting and sharing information about the conditions of Oregon's forests, protecting forestlands and conserving forest resources.

This is an executive service position and not represented by a union. Employees in the executive service serve in an "at will status".

**THE OREGON GOVERNOR'S OFFICE IS AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION
EMPLOYER COMMITTED TO WORKFORCE DIVERSITY.**

Minimum Qualifications:

You must be a practical forester familiar with western conditions and experienced in an organization for the prevention of forest fires as required by ORS 526.031.

And no less than:

Eight years of management experience in a public or private organization which included responsibility for each of the following:

- Development of program rules and policies
- Development of long- and short-range goals and plans
- Program evaluation and
- Budget preparation

In the "Work History" section on your application, you must clearly describe your experience in each of the a), b), c), d) areas listed. Failure to provide this information may result in eliminating your application from further consideration.

Required Skills:

- Familiarity with western forests, forestry, climate change adaptation and mitigation, fire management and fire ecology, and natural resource protection.
- A solid track record of fostering personal development, accountability, and a culture of service and inclusivity in the workforce.
- Deep experience with managing and providing oversight over complex finances and budgets. Proven ability to identify the need for structural financial management change due to changing circumstances, and the proven ability to lead that change.
- Experience in the development, implementation and periodic evaluation of strategic initiatives, policies, and long- and short-range plans.
- A record that shows a deep commitment to science and data-based decision making. Demonstrated skill at open and transparent decision making, managing conflict, and successful dispute resolution. Willing to make difficult or unpopular decisions.

Desired Skills:

- Outstanding communicator who naturally cultivates relationships, and who is widely considered to be forthright, honest, fair, and responsive among employees, government partners, and stakeholders. Timely and professional.
- Experience in engaging with legislators, stakeholders, boards and staff to develop and implement policy, statute, and administrative rule.
- Proven experience leading a complex agency or organization. Proven experience anticipating future challenges and ensuring that the agency/organization is well-positioned to adapt to change.
- Proven leadership, vision and commitment to forests and forest ecosystems, the development and implementation of forest policy, and the various communities that

depend upon the social, economic, and environmental resources associated with forests.

- A leader who can deftly facilitate the often difficult and imperfect decisions faced by the Board of Forestry, and do so with respect for both science and values.

Desired Attributes:

- Commitment to significantly increase workforce diversity.
- Will thrive in an environment of unparalleled change, and will lead the Department through very significant challenges including addressing climate change and increasing wildfire, changes in timber land ownership patterns, declining biodiversity, and increasing urbanization.
- A leader who recognizes that the stakes have never been higher and that our forests are no longer just a source of wood products, jobs, recreation and ecosystem services. Today, with fire, those forests also represent a threat to life, the places we live, public health, and the greater Oregon economy.
- A visionary leader who will work cooperatively with our federal and state partners and stakeholders to make Oregon the recognized leader in climate-smart forestry, without sacrificing our rural communities.
- A leader who acknowledges and sees the need for new models of forestry that lead to public and private forests that are both ecologically complex and economically viable.
- Broad worldview informed by direct experience in various parts of the county and world.
- Has sense of humor and curiosity. An eager learner who is open minded and questions dogma.
- Strong, grounded understanding (scientific, historical, political, economic) of evolving relationships between people and forests. Understands and respects historic legacy of forestry and forest culture, while also acknowledging the need to evolve and address present day issues.
- An “out of the box” thinker who is never trapped by “this is how it has always been done,” and instinctually visualizes new approaches to solving old problems.

General Statement of Duties:

- Adopt rules related to enforcement of the state forest laws relating directly to the protection of forestland and the conservation of forest resources.
- Appoint and instruct fire wardens.
- Direct the improvement and protection of State forest lands.
- Collect data relative to forest conditions.
- Take legally-authorized actions to prevent and extinguish forest, brush and grass fires.
- Enforce and prosecute violations of all laws pertaining to forestland.
- Cooperate with landowners, political subdivisions, private associations and agencies and others in forest protection.
- Advise and encourage reforestation.
- Publish such information on forestry as the forester determines to be in the public interest.

- Enter into contracts and cooperative agreements pertaining to experiments and research in forestry.
- Sell, exchange or otherwise dispose of any real property acquired for administrative purposes that is no longer needed.
- Coordinate any activities of the Department related to Oregon Watershed Enhancement Board projects that include activities of other states and federal agencies.
- Prescribe uniform state standards for certification of wildland fire training courses and educational programs.
- Serve as the Governor's authorized representative for the purpose of initiating the fire management assistance declaration process with the Federal Emergency Management Agency and administering Federal Emergency Management Agency fire management assistance grants.

In addition to the above-paraphrased obligations, the State Forester is authorized within his or her discretion to carry out the following actions:

- Protect the lands from fire, disease and insect pests, cooperate with the counties and with persons owning lands within the state in the protection of the lands and enter into all agreements necessary or convenient for the protection of the lands.
- Enter into and administer contracts for the sale of timber from lands owned or managed by the State Board of Forestry and the State Forestry Department.
- Enter into and administer contracts for activities necessary or convenient for the sale of timber under subsection (2) of this section, either separately from or in conjunction with contracts for the sale of timber, including but not limited to activities such as: timber harvesting and sorting, transporting, gravel pit development or operation, and road construction, maintenance or improvement.
- Permit the use of the lands for other purposes, including but not limited to fish and wildlife environment, landscape effect, protection against flood and erosion, recreation and production and protection of water supplies when the use is not detrimental to the purpose for which the lands are dedicated.
- Contract with other governmental bodies for the protection of water supplies to facilitate the multiple use of publicly owned water supplies for recreational purposes as well as a source of water for domestic and industrial use.
- Grant permits and licenses on, over and across the lands.
- Reforest the lands and cooperate with persons owning timberlands within the state in the reforestation and make all agreements necessary or convenient for the reforestation.
- Establish a forestry carbon offset program to market, register, transfer or sell forestry carbon offsets. In establishing the program, the forester may execute any contracts or agreements necessary to create opportunities for the creation of forestry carbon offsets.
- Negotiate prices that are at, or greater than, fair market value for the transfer or sale of forestry carbon offsets.
- Do all things and make all rules and regulations, not inconsistent with law, necessary or convenient for the management, protection, utilization and conservation of the lands.

- Require such undertakings as in the opinion of the State Forester are necessary or convenient to secure performance of any agreement authorized in ORS 530.450 to 530.520.

Working Conditions:

Fast paced office environment with multiple competing projects, tasks, and deadlines to Conventional office environment. Frequent overnight in-state and out-of-state and occasional international travel. Frequently requires working extended hours in the evening and on weekends under stressful conditions. Required to drive an assigned vehicle, obeying all traffic laws.

Benefits:

You will receive comprehensive medical (with vision), dental and basic life insurance; other optional insurance with group-based premiums; flexible spending accounts; membership in the Oregon Public Employees Retirement System; and an optional deferred compensation retirement program; and generous leave benefits including 10 hours of vacation a month, 8 hours of sick leave per month, and 24 hours personal leave per fiscal year. Leave, other than sick leave, is available after 6 full months of service.

When you become PERS eligible, your base salary will increase by 6.95% and you will pay the 6% employee contribution to PERS.

How to Apply & Helpful Information:

How to Apply:

- Current State of Oregon employees (excluding temporary employees) - You must apply through your employee [Workday](#) account
- External candidates create a [Workday](#) profile

Current Cover Letter and Resume are required

Help Your Application Rise to the Top:

Your candidate profile, cover letter, and resume are the perfect opportunity to highlight your interest in the position and showcase the amazing skills and experience, making you the best candidate for the position. Candidates whose training and/or experience most closely match the requirements and needs of the position and who attach all necessary documents will be eligible for an interview. Submissions will be screened for consistency of information and communication skills at the professional level (attention to detail, spelling, grammar, etc.).

Special Information:

- To receive Veterans' Preference, you must complete the required Task that will be sent to you after successfully submitting your application. This Task will prompt you to provide the appropriate documentation for your Veterans' Preference point selection, and will be located on your Workday account. For questions about documentation,

please visit: [Veterans Resources](#), or call the Oregon Department of Veterans' Affairs at: 1-800-692-9666

- Understanding the State Application Process: <https://www.oregon.gov/jobs/Pages/support.aspx>
- Reasonable Accommodations: <https://www.oregon.gov/employ/Agency/Pages/Reasonable-Accommodation.aspx>
- Resources for Job Seekers: <https://www.oregon.gov/jobs/Pages/index.aspx>
- Finalists will be subject to a computerized criminal history check. Adverse background data may be grounds for immediate disqualification
- This position requires you to possess and maintain a current valid, unrestricted, license to drive issued by the state of residence
- Workday related information & resources are available at: <https://www.oregon.gov/jobs/Pages/index.aspx>.

Applicants must be authorized to work in the United States. Applicants who require VISA sponsorship will not be considered at this time.

For questions about the job duties or application process, please contact, John.Paschal@Oregon.gov or 971.666.9560. Please be sure to include the job requisition number.

The State of Oregon commits to equity and diversity in all that we do. We are an affirmative Action/Equal Opportunity employer and encourage applications from members of historically underrepresented racial/ethnic groups, women, and individuals with disabilities, veterans, LGBTQ community members, and others to help us achieve our vision of a diverse and inclusive community.

STATE FORESTER SKILL AND ATTRIBUTES

Required Skills:

1. Familiarity with western forests, forestry, climate change adaptation and mitigation, fire management and fire ecology, and natural resource protection.
2. A solid track record of fostering personal development, accountability, and a culture of service and inclusivity in the workforce.
3. Deep experience with managing and providing oversight over complex finances and budgets. Proven ability to identify the need for structural financial management change due to changing circumstances, and the proven ability to lead that change.
4. Experience in the development, implementation and periodic evaluation of strategic initiatives, policies, and long- and short-range plans.
5. A record that shows a deep commitment to science and data-based decision making. Demonstrated skill at open and transparent decision making, managing conflict, and successful dispute resolution. Willing to make difficult or unpopular decisions.

Desired Skills:

1. Outstanding communicator who naturally cultivates relationships, and who is widely considered to be forthright, honest, fair, and responsive among employees, government partners, and stakeholders. Timely and professional.
2. Experience in engaging with legislators, stakeholders, boards and staff to develop and implement policy, statute, and administrative rule.
3. Proven experience leading a complex agency or organization. Proven experience anticipating future challenges and ensuring that the agency/organization is well-positioned to adapt to change.
4. Proven leadership, vision and commitment to forests and forest ecosystems, the development and implementation of forest policy, and the various communities that depend upon the social, economic, and environmental resources associated with forests.
5. A leader who can deftly facilitate the often difficult and imperfect decisions faced by the Board of Forestry, and do so with respect for both science and values.

Desired Attributes:

1. Deep personal commitment to significantly increase workforce diversity.
2. Will thrive in an environment of unparalleled change, and will lead the Department through very significant challenges including addressing climate change and increasing wildfire, changes in timber land ownership patterns, declining biodiversity, and increasing urbanization.

3. A leader who recognizes that the stakes have never been higher and that our forests are no longer just a source of wood products, jobs, recreation and ecosystem services. Today, with fire, those forests also represent a threat to life, the places we live, public health, and the greater Oregon economy.
4. A visionary leader who will work cooperatively with our federal and state partners and stakeholders to makes Oregon the recognized leader in climate-smart forestry, without sacrificing our rural communities.
5. A leader who acknowledges and sees the need for new models of forestry that lead to public and private forests that are both ecologically complex and economically viable.
6. Broad worldview informed by direct experience in various parts of the county and world.
7. Has sense of humor and curiosity. An eager learner who is open minded and questions dogma.
8. Strong, grounded understanding (scientific, historical, political, economic) of evolving relationships between people and forests. Understands and respects historic legacy of forestry and forest culture, while also acknowledging the need to evolve and address present day issues.
9. An “out of the box” thinker who is never trapped by “this is how it has always been done,” and instinctually visualizes new approaches to solving old problems.



OREGON DEPARTMENT OF FORESTRY

STATE BOARD OF FORESTRY

DEPARTMENT INPUT ON STATE FORESTER DESIRED ATTRIBUTES

Introduction

The Oregon Department of Forestry issued an internal survey to Department Staff soliciting feedback on the State Forester desired attributes. Within the survey, staff were provided a copy of the previous list of desired attributes, identified during the 2021 recruitment, and offered an open-ended opportunity to comment on what recommendations for changes and considerations should be made in 2025.

Of the Department's 1000+ person workforce, which consists of permanent and seasonal employees, we received a total of 112 responses, representing an estimated 10.22% of the Department.

8% of respondents (9 total responses) did not offer relevant feedback to update the State Forester desired attributes. These responses indicated the list from 2021 was satisfactory, they specified a specific person should be hired, or in 2 instances, were left blank.

The remaining 92% of respondents (103 responses) provided feedback to improve or replace the desired attributes from 2021. Their feedback is broken down into 5 main categories, which include: background and experience, knowledge and understanding, skills and attributes, values and beliefs, and goals and priorities.

1. Background and Experience

Analysis of the 103 responses offering feedback on the State Forester desired attributes revealed that 79 responses offered suggestions on background or experience. These open-ended responses were identified through phrases like "has a history of..." "background in..." "experience with..." "Proven record of..." and other similar phrasings.

Topics identified in these statements were combined into subcategories. Each subcategory offers expanded insight on the comment content, with bolded items appearing most frequently. The responses focused on background and experience break down as follows:

Forest Industry (47%)

37 responses offered recommendations for an occupational background as a **field forester**, **practical forester** and in **forest management**. Suggestions also included experience with the forest ecology across the state of Oregon, silviculture, **forestry technology** and forest recreation. Some responses indicated that this category can be expanded to include natural resource management.

Comments highlighting a background or experience with the Forest Industry suggested that this work is complex and dynamic and isn't something that can be "picked up" by an individual lacking this type of background. Department staff suggest a forest industry background is critical for the State Forester's

role, impacting how that individual will make decisions, prioritize work and set the example for climate-smart forestry and adaptive management techniques.

Department of Forestry (34%)

27 responses recommended a **history of involvement working within a district or unit office**, suggested district and ODF-specific occupations as a background, called out **previous divisional or programmatic involvement**, or explicitly suggested a number of years worked for ODF. **Most often this response conveys a desire to have a State Forester with a longstanding background working for the Department**, but some expanded to include previous partnership or collaboration with the Department of Forestry.

Department staff provided sentiments that showcased a strong desire to have the next State Forester be someone who has worked alongside them, who has performed work within the agency at all levels. Department staff demonstrated a deep respect for a potential leader who has a longstanding career with the Department of Forestry and offer the belief that someone with this background would provide unparalleled dedication and long-term commitment in this role.

Fire Response (32%)

25 responses recommended **experience fighting wildland fires**, leading teams that respond to critical emergencies, have a background in emergency response, or wildfire prevention.

Comments suggesting a background or experience with fire response highlight that this is the agency's first priority. Experience with fire response would command a level of respect from Department staff. They seek a State Forester who understands the hardships and demands that come from such critical work. Responses suggest this would generate a sense of camaraderie and potentially foster a workplace culture that places extreme care in employees' mental health, well-being and work-life balance.

Public and Political Relations (30%)

24 responses suggest a candidate with **experience navigating political relations**, who has **successfully engaged in local, regional, statewide and federal politics**. A history of providing public statements that are authentic and unscripted, as well as a **background in relationship building with government entities, key stakeholders, landowners, communities and Tribes**.

Department staff offering this suggestion seek advocacy from the next State Forester. They are looking for someone who can tell the agency's story and improve public perception, who has experience communicating with the media and making public statements. The State Forester should be a positive figure, and the suggestion to have a political relations background can allow for navigation of the federal administration, and secure funding on a local level.

Additional recommendations

To a lesser extent, Department Staff provided background and experience recommendations that included following:

- **Business Management (16):** a background in managing finances, prioritizing budgetary needs, making difficult decisions for the good of the agency, experience that may be associated with a public entity or government agency.

- **Organizational leadership (15):** a proven history in a previous leadership role that demonstrates appreciation for and commitment to its staff. Can move the work forward and hold the organization accountable.
- **Educational and Science (10):** A formal degree or academic background in forestry, environmental science, ecology, biology or related field.
- **Others:** Environmental protection and conservation (4), climate change mitigation and adaption (3), history of collaboration with Tribal entities (1)

2. Knowledge and Experience

Analysis of the 103 responses offering feedback on the State Forester desired attributes revealed that 65 responses offered suggestions on knowledge and experience. These open-ended responses were identified through phrases like “knowledge of...” “expertise in...” “familiarity with...” “understanding of...” and other similar phrasings.

Topics identified in these statements were combined into subcategories. Each subcategory offers expanded insight on the comment content, with bolded items appearing most frequently. Responses focused on knowledge and understanding break down as follows:

Department field operations and programs (38%)

25 responses suggest **knowledge of ODF’s field operations** and on-the ground work is integral, as well as **familiarity with each of the Department’s divisions and their work**. Similar to comments found on background and experience, these recommendations indicate that staff would be most confident in a State Forester who already understands the work this agency performs.

Wildfire response operations and prevention (32%)

21 responses suggest **Wildfire response operations** are a necessary knowledge component, including familiarity with the complete and coordinated system, its funding structure and composition.

Understanding of critical incident management team responses and attack types, and incident command systems.

Forestry operations and silviculture practices (31%)

20 responses suggest the State Forester should **understand forest management** and the concerns of forestland owners, **they should have knowledge of silviculture methods and techniques**, and **general forest industry operations**.

Additional recommendations

To a lesser extent, Department Staff provided knowledge and understanding recommendations that included following:

- **Agency budget and legislative processes (13)**
- **Regional differences in Oregon (9)**
- **Impacts and effects of decisions made (9)**
- **Stakeholders and understanding their motivations (9)**

- **Others:** forestry-related technology and GIS systems (6), conservation and ecosystem preservation (5), climate change impacts and adaption and mitigation strategies (5) forest impacts on human health and well-being (4)

3. Skills and Abilities

Analysis of the 103 responses offering feedback on the State Forester desired attributes revealed that 65 responses offered suggestions on skills and abilities. While some of the skills suggested are technical, most offered suggestions for inter-personal, relational “soft” skills.

The 65 responses focused on skills and abilities break down as follows:

Communication (40%)

26 responses suggest the next State Forester demonstrate excellent communication skills, who provides clear and effective communication to a variety of audiences. They are seeking someone skilled in Public Speaking, who can speak confidently, authentically and unscripted.

Leadership (32%)

Called out in 21 responses, Department staff seek a State Forester that demonstrates proven leadership. Leadership styles are varied, and comments did not reference a specific leadership type. Leadership traits are often paired with the desire to have a leader who can relate to staff at all levels in the agency, who has worked alongside those they intend to lead, who can inspire and motivate others, provide clear vision and hold management and staff accountable in the same regard. Department staff may be seeking someone who demonstrates servant leadership, or transformational leadership.

Responses called out against “top-down” and authoritarian leadership styles, leaders who surround themselves only with executives or who command from a “tower”.

Collaboration (31%)

20 responses suggest collaboration as a valuable skill for the State Forester to have, both within the agency and with external partners. Department staff are seeking someone who is skilled at facilitating conversations with multiple partners, who offers collaboration that is purposeful and genuine, with an appreciation for what other voices can provide and an ability to defuse conflicts when they arise.

Additional skills and abilities:

- **Decision-Making (12).** Backed by science and data, transparent in process, inclusive of input, thoughtfully considered, confidently determined and not faltered on.
- **Direction (10).** Ability to communicate a vision, prioritize and provide clear direction, inspire others, motivate employees, delegate appropriately and ensure follow-through.
- **Strategic thinking (9).** Proactive, forward thinking. Considerate of the impacts each decision holds, able to weigh the consequences and use experts to help stay informed.
- **Others:** advocacy (8), adaptability (7) diplomacy (6) financial management (5), relationship-building (5), resiliency (4), resource allocation (3), technical GIS skills (3), problem solving (3), emotional intelligence (2), conflict resolution (2), crisis management (2), information input (1), data interpretation (1)

4. Values and Beliefs

Analysis of the 103 responses offering feedback on the State Forester desired attributes revealed that 64 responses offered suggestions on values and beliefs. These desired attributes are identified in responses that specify ideologies the next State Forester should have, recommended personal and professional values, standards they recommend upholding and guiding principles that they may demonstrate.

The responses focused on values and beliefs break down as follows:

In-person engagement (27%)

17 responses requested the next State Forester commit time and effort to visit and meet with staff in field offices. They would like this person to get to know the people who work there, understand their challenges and their work, take pride in what is happening on a local level and engage with communities.

Hold others accountable, demonstrate integrity. (26%)

16 responses requested a State Forester who is fair and just. They would like this person to hold all individuals within the Department to the same standard and should follow through on promises made. Accountability is referenced in relation to managers, the agency as a whole, and the State Forester.

Additional values and beliefs:

- **Value feedback and input**, from multiple sources, at every level. Listen to learn, seek to understand, be open-minded. (14)
- **Be honest and transparent**, when possible, as soon as possible. (14)
- **Value employees** and their commitment, show your investment in them through retention efforts, training, career development opportunities, benefits and genuine care for their health and wellbeing. (13)
- **Improve inclusivity and belonging**. Prioritize serving and involving historically underrepresented communities. (11)
- **Promote continuous improvement**, drive change and strive for agency modernization. (10)
- **Demonstrate long-term commitment to the Department**, its mission, reputation and future. (9)
- **Others**: Appreciate landowners (5), value the human connection to forests in all capacities, including recreational, health, spiritual (5), proactively engage with and value the Sovereign Tribal Nations (4), be creative, value innovation in others regardless of title, think outside the box (4), commit to use of science and data in decision-making (4), share a sense of humor (3), showcase a commitment to the environment, conservation and wildlife (3), be professional (3), value kindness and empathy (3), be impartial and nonpartisan (3), stay grounded, value humility and admit mistakes when they happen (2).

5. Goals and Priorities

Analysis of the responses offering feedback on the State Forester desired attributes revealed 56 suggestions on goals and priorities. These recommendations were found to offer more specific outcomes than suggested values and beliefs, and are often listed without specific desired attributes.

The value in this section is in viewing the considerations Department staff would like accomplished by the next State Forester. This can allow interpretation for what specific attributes may be associated with accomplishing some of the below suggestions.

- Narrow the focus of the agency's work; remove silos and provide alignment across the agency; focus on key priorities and founding core values (12)
- Spend time in field offices; be willing to do field work; get to know the people and the challenges they face by in-person engagement and involvement on a local level (8)
- Improve agency's public perception; tell the agency's story (6)
- Increase the number of employees in field offices; put more "boots on the ground" (4)
- Fix issues with position classification and compensation rates; lobby for year-round positions for seasonal staff; increase the number of permanent positions (4)
- Reduce and refine jobs in Salem; reduce or restructure management (4)
- Address threat of fires on federal land (3)
- Improve accountability for agency management and staff; set and enforce agency wide-standards (3)
- Prioritize data acquisition and data management; increase agency technology use and technology availability; modernize the agency (2)
- Develop educational programs; Institute a curriculum taught to elementary students on environmental science basics, forest stewardship, and the importance that a strong state forest agency plays in their future and the future of society (2)
- Prioritize the creation and access of trails, both motorized and non-motorized (1)
- Prioritize fixing State Forests funding issues (1)
- Improve engagement with the Council of Western Foresters and National Association of State Foresters. (1)
- Continue weekly communications to the agency (1)
- Move the 20 year strategy forward into the implementation stage (1)
- Promote agency-wide recognition of individual employees, their work and achievements (1)

Conclusion

Across the categories consistent themes are identified. Department staff recommend desired attributes that would lead to candidates familiar with agency operations. They recommend a variety interpersonal skills that would allow for relationship-building and collaborative work with key constituents.

While the information provided in this report may provide recurring themes, it is not meant to demonstrate an order in which Department staff may prioritize certain desired attributes. Ultimately, the purpose of this exercise is to bring to the surface a large amount of content for consideration when determining the desired attributes that will be associated with the job posting. The Department respects the Board of Forestry's role and authority to determine the desired attributes and criteria needed for the State Forester job posting.