



**AGENCY HUMAN RESOURCES COMMITTEE
AND MINORITIES IN NATURAL RESOURCES CONSERVATION SUBCOMMITTEE
OPERATIONAL GUIDELINES and PROCEDURES**

BACKGROUND

The Directors of the Southeastern Association of Fish and Wildlife Agencies established the Agency Human Resources (HR) Committee at their meeting in Little Rock, Arkansas, on October 9, 2012. Through action at this meeting, they made the Minorities in Natural Resources Conservation (MINRC) committee a subcommittee of the HR committee. The MINRC committee's goals and objectives shall be executed under the umbrella of the HR Committee. In establishing the Committee and Subcommittee they provided the following charge: "The HR Committee is responsible for advising the SEAFWA Directors and making recommendations on a broad range of matters regarding effective human resource management at SEAFWA member agencies. Areas of responsibility shall include but not be limited to, employee recruitment and retention (including minority recruitment); training and development (i.e. degree programs, professional certifications, in-service training, etc.); leadership development, workforce and leadership succession planning; and initiatives for enhancing employee engagement.

Due to the special emphasis state agency directors place on increasing workforce diversity within natural resource conservation agencies, there shall be a subcommittee of the HR Committee designated as the Minorities in Natural Resources Conservation (MINRC) Subcommittee, whose efforts shall be primarily devoted to achieving this objective. The HR Committee may establish additional subcommittees or workgroups to address the Committee's broader responsibilities or priorities established by the SEAFWA directors." To assist in complying with these charges the following Operational Guidelines and Procedures are established:

HR COMMITTEE

HR COMMITTEE GOAL:

The HR Committee shall identify best practices and recommend initiatives or programs that may be implemented by member agencies to enhance the recruitment, professional development and retention of highly skilled employees in positions at all levels.

HR COMMITTEE CHARGES:

The Committee shall endeavor to enhance the overall effectiveness of member agencies' "people" management programs by:

- 1) Providing a forum for discussion of human resource needs within the member agencies and an opportunity for the research and exchange of ideas by human resource professionals;
- 2) Advocating for increased workforce diversity in state and federal agencies with natural resource conservation responsibilities in the Southeastern United States;
- 3) Coordinating activities and working collaboratively with the MINRC Subcommittee to promulgate best practices in attracting, hiring and retaining diverse talent at member agencies; coordinating workforce demographic surveys and identifying and recommending best diversity hiring and retention practices;
- 4) Working closely with selected educational institutions to ensure curriculum for fisheries, wildlife and other natural resource related degrees meet the desired educational and training needs of the SEAFWA member agencies;
- 5) Reviewing and providing recommendations regarding the training programs utilized by various agencies for developing and improving the performance of employees in the positions for which they are employed, including orientation procedures, in-service training, academies, and other training programs, such as management training offered through the AFWA Management Assistance Team (MAT);
- 6) Reviewing and providing recommendations regarding the programs utilized by various agencies for leadership development, whether offered in-house or otherwise (i.e. National Conservation Leadership Institute), and any leadership development programs required for promotion or career development;
- 7) Reviewing and providing recommendations regarding the strategic workforce plans and programs utilized by member agencies to account for projected losses of talent, as well as, the future talent requirements (i.e. knowledge, skills and qualifications) needed to sustain and advance mission and business priorities;
- 8) Reviewing and providing recommendations regarding compensation and total reward strategies (i.e. career ladders, variable bonus plans, flex scheduling/telecommuting, paid time off, awards and recognition, etc.) utilized by member agencies to enhance retention; and coordinating salary surveys among member agencies and other regional/national fish and game organizations;
- 9) Reviewing and providing recommendations regarding factors that affect employee morale and engagement as well as programs and opportunities designed to improve overall retention;

- 10) Offering professional development and certification opportunities for HR professionals through attendance and participation in HR Committee meetings.

HR COMMITTEE MEMBERSHIP:

Members of the HR Committee representing each SEAFWA member state shall be appointed by the President of SEAFWA based on recommendations from each member state director. Members may also include representatives of the Southern Division of the America Fisheries Society, the Southeastern Section of The Wildlife Society, federal agencies with natural resource responsibilities in the Southeastern United States, and representatives of the academic community. The Committee Chair, Vice Chair and all members shall be appointed by the President of SEAFWA. Members of the HR Committee may also serve as members of MINRC Subcommittee or vice versa. The HR Committee chair shall coordinate closely with the MINRC Subcommittee chair in prioritizing overall Committee goals and business activities.

Each HR Committee member may designate one person to serve as an alternate on their behalf who will attend Committee meetings they are unable to attend. Authorized designees shall be fully entitled to represent an absent member in all matters.

HR COMMITTEE MEETINGS:

The HR Committee shall schedule a meeting in conjunction with the annual SEAFWA conference, if possible. Other meetings may be scheduled by the Chair if matters of sufficient importance so necessitate. Internet services and telephone conferencing services are strongly encouraged to facilitate communications among Committee members to conduct Committee business.

HR COMMITTEE OFFICERS:

The HR Committee shall have two officers, a Chair, and a Vice-Chair. The Chair and Vice-Chair may serve three years and shall be appointed and/or re-appointed by the SEAFWA Directors during the spring meeting and prior to August 1 annually.

The executive team shall be made up of the Chair, Vice-Chair, Secretary-Treasurer and Executive Directors of two member agencies. The executive team shall provide guidance and oversight to the Committee chair to ensure continuity of governance and business.

The Chair of the HR Committee shall be appointed by the President of SEAFWA. Duties shall be as prescribed in the Committee Structure and Guidelines approved by the SEAFWA Directors on May 4, 2008. The MINRC and HR Chairperson(s) will work collaboratively to ensure maximum utilization of members' expertise in fulfilling the Subcommittee's charges.

DUTIES of OFFICERS:

The Committee Chair's responsibility shall include, but not be limited to:

- Scheduling Committee meetings and preparation of agendas, including notification to Committee members, the Executive Secretary and others as appropriate;
- Making arrangements for accommodations where Committee meetings are to be held, including with the host of the SEAFWA Annual Conference and the Spring Directors' Meeting if Committee meetings are to be held at these venues;
- Conducting Committee meetings in a manner to best accomplish the charge of the Committee. Chairs have discretion in running meetings but must ensure procedures and rules sufficient to properly address the issues and matters being considered and the soundness of Committee recommendations.
- Providing written and verbal reports of Committee meetings and recommendations to the SEAFWA Directors, Executive Secretary and others as appropriate. Written reports shall follow a report outline as attached and made a part of these guidelines. Reports shall be submitted within forty-five (45) days from the date of the fall meeting and include a current listing of Committee members and interested participants and their contact information, a recommendation for Committee chair and a list of current and active members.
- Determining if verbal reports are to be presented to the Directors at their scheduled meetings. Verbal reports should be made when Committee recommendations require time-sensitive actions by the Directors; when direction or instruction from the Directors is desirable or required for the Committee to address certain issues or matters; or when the Committee feels that issues or matters are sufficiently urgent to advise the Directors at their meeting;
- Determining, between meetings of the Directors, if issues or matters within the purview of their Committee are of sufficient importance or urgency to bring to the attention of the President or Executive Committee;
- Coordinating Committee issues, actions and recommendations with the other SEAFWA committees which have overlapping responsibilities or mutual interests;
- Make recommendations to the President for appointment of Committee Chair;
- Design and implement a leadership continuity plan.. Plan implementation may be facilitated through a combination of work assignments, leadership appointments and

delegation of responsibilities so as to adequately provide a continuity of quality leadership in the absence of existing chair.

- Maintain files and other documents of historical significance to the Committee and provide for succeeding chairs;
- Selecting a designee to assume the duties of the Chair when the appointed Chair is temporarily unable or unavailable to carry out such duties; and
- Other functions as may be necessary, including communicating periodically with an assigned Director-liaison (if applicable) to fulfill the duties and responsibilities of the Committee.

The Committee Vice-Chair's responsibility may include, but not be limited to:

- Assume the duties of the Chair when the appointed Chair is temporarily unable or unavailable to carry out such duties;
- Assist the Chair in preparing minutes from Committee meetings and preparing the report to the Directors; and
- Assume the position of Chair upon expiration of the current Chair's term of office if so designated by the Directors.

MINRC SUBCOMMITTEE

MINRC SUBCOMMITTEE GOAL:

The MINRC Subcommittee shall provide assistance to the SEAFWA member agencies and federal natural resource conservation agencies in the Southeastern U.S. through direct engagement of diverse students in efforts to increase the overall representation of minorities and women in professional occupations within the field of natural resource conservation.

MINRC SUBCOMMITTEE CHARGE:

The Subcommittee work to increase the overall pool of available diverse candidates who are qualified and interested in employment with SEAFWA member agencies, federal partners or other natural resource organizations by:

- 1) Facilitating the exchange of information and making recommendations to SEAFWA member agencies and members of the Southeastern Section of The Wildlife Society and the Southern Division of the American Fisheries Society, regarding best practices and

initiatives designed to increase the employment of women and minorities in natural resource careers;

- 2) Providing on-going communication to SEAFWA member agency's regarding the importance of workforce diversity in natural resource management through meetings, symposia, workshops, newsletters, specialty publications, award programs, social media and other means;
- 3) Supporting positive workplace diversity initiatives, programs, and recruitment efforts at SEAFWA member agencies designed to increase the employment of minorities in natural resource career positions;
- 4) Coordinating with colleges/universities and student organizations to promote degree programs and careers in natural resources, with a particular emphasis on attracting minorities and women to employment opportunities at SEAFWA member agencies;
- 5) Disseminating pertinent information and materials to diverse students regarding internship programs, career opportunities, and initiatives designed to enhance the career interest of minorities and women;
- 6) Providing information and technical assistance to educational institutions, government officials, other organizations, and the general public on ethnic/gender diversity demographics and the opportunities for minorities in natural resource management careers;
- 7) Exploring opportunities to establish and maintain a position database pertaining to employment opportunities with state and federal agencies in the southeast;
- 8) Assisting SEAFWA agencies and organizations in the southeast to develop programs to encourage increased minority involvement in outdoor recreational activities.

MINRC MEMBERSHIP:

Members of the MINRC Subcommittee shall be individuals representing each SEAFWA member agency as recommended by the agency directors. Members may also include representatives of the Southern Division of the American Fisheries Society, the Southeastern Section of The Wildlife Society, federal agencies with natural resource responsibilities in the Southeastern United States, representatives of the academic community, and other individuals as recommended by agency directors. The Subcommittee Chair and all members shall be appointed by the President of SEAFWA. Members of the HR Committee or MINRC Subcommittee may serve on either or both (Committee/Subcommittee) if so appointed.

Each MINRC Subcommittee member may designate one person to serve as an alternate on their behalf at any Subcommittee meeting they are unable to attend. Authorized designees shall be fully entitled to represent an absent member in all matters.

MINRC SUBCOMMITTEE OFFICERS:

The MINRC Subcommittee shall have three officers, a Chair, a Vice-Chair and a Secretary/Treasurer. The Chair and Vice-Chair may serve three consecutive years and shall be appointed and/or re-appointed by the SEAFWA President during the spring meeting and prior to August 1 annually. The MINRC Chair and Vice Chair shall be an employee of a member agency. The MINRC Chair and Vice Chair shall not be employed by the same member agency.

Executive Directors of two member agencies may act as liaisons of the MINRC Subcommittee. The Executive Director liaisons shall provide support, guidance and oversight to the Subcommittee chair to ensure continuity of governance and business practice.

Duties of the Chair of the MINRC Subcommittee shall be as prescribed in the Subcommittee structure and guidelines approved by the SEAFWA Directors on May 4, 2008. The MINRC and HR Chairperson(s) will work collaboratively to ensure maximum utilization of members' expertise in fulfilling the Subcommittee's charges.

A Secretary/Treasurer shall be elected each year by a majority vote of members in attendance at the HR/MINRC meeting held in conjunction with the annual SEAFWA conference and shall serve until the following annual meeting.

DUTIES of OFFICERS:

The MINRC Subcommittee Chair's responsibility shall include, but not be limited to:

- Scheduling Subcommittee meetings and preparation of agendas, including notification to Subcommittee members, the Executive Secretary and others as appropriate;
- Making arrangements for accommodations where Subcommittee meetings are to be held, including with the host of the SEAFWA Annual Conference and the Spring Directors' Meeting if Subcommittee meetings are to be held at these venues;
- Conducting Subcommittee meetings in a manner to best accomplish the charge of the Subcommittee. Chairs have great discretion in running meetings but must ensure procedures and rules sufficient to properly address the issues and matters being considered and the soundness of Subcommittee recommendations. Chairs should also ensure that Subcommittee members have seating priority at the meeting table;

- Providing written and verbal reports of Subcommittee meetings and recommendations to the SEAFWA Directors, Executive Secretary and others as appropriate. Written reports shall follow a report outline as attached and made a part of these guidelines. Reports shall be submitted within forty-five (45) days from the date of the fall meeting and include a current listing of Subcommittee members and interested participants and their contact information, a recommendation for Subcommittee chair and a list of current and active members.
- Determining if verbal reports are to be presented to the Directors at their scheduled meetings. Verbal reports should be made when Subcommittee recommendations require time-sensitive actions by the Directors; when direction or instruction from the Directors is desirable or required for the Subcommittee to address certain issues or matters; or when the Subcommittee feels that issues or matters are sufficiently urgent to advise the Directors personally at their meeting;
- Determining, between meetings of the Directors, if issues or matters within the purview of their Subcommittee are of sufficient importance or urgency to bring to the attention of the President or Executive Committee;
- Coordinating Subcommittee issues, actions and recommendations with the other SEAFWA committees which have overlapping responsibilities;
- Making recommendations to the President for appointment of Subcommittee Chair;
- Design and implement a leadership continuity plan by providing for and development of potential Subcommittee chairs among respective Subcommittee members. Plan implementation may be facilitated through a combination of work assignments, leadership appointments and delegation of responsibilities so as to adequately provide a continuity of quality leadership in the absence of existing chair.
- Maintaining documents of historical or other significance to the Subcommittee and forwarding to succeeding chairs;
- Selecting a designee to assume the duties of the Chair when the appointed Chair is temporarily unable or unavailable to carry out such duties;
- Other functions as may be necessary, including communicating periodically with an assigned Executive Director-liaison (if applicable) to fulfill the duties and responsibilities of the Subcommittee.

The Subcommittee Vice-Chair's responsibility may include, but not be limited to:

- Assume the duties of the Chair when the appointed Chair is temporarily unable or unavailable to carry out such duties;

- Assist the Chair in preparing minutes from Subcommittee meetings and preparing the report to the Directors;
- Assume the position of Chair upon expiration of the current Chair's term of office if so designated by the Directors.

The Subcommittee Secretary responsibility may include, but not be limited to:

- Preparing minutes of any meetings of MINRC and distributing them to the Chair of the HR Committee, the voting members of MINRC, and the SEAFWA Executive Secretary.
- Maintaining all files and records pertaining to MINRC activities and actions and, when vacating the office, forward the same to the incoming Secretary/Treasurer.
- With the approval of the MINRC Chair, the Secretary/Treasurer shall approve all expenditures of MINRC funds and forward bills and invoices to the SEAFWA Executive Secretary for payment.
- Distribution of job notices from partner agencies to current and previous MINRC students throughout the year.

MINRC SUBCOMMITTEES:

The MINRC Subcommittee may elect to establish subcommittees to report on specific issues or address various areas of their broader responsibilities. However, such subcommittees shall remain a part of and report to the broader HR committee. Subcommittees may report directly to the MINRC Chair or the broader HR Chair when it is deemed appropriate by the parent committee. Only a state member agency representative may assume the role of chair of any subcommittee or working group.

MINRC SUBCOMMITTEE FUNDING:

The MINRC Subcommittee is authorized to solicit donation of funds for use in achieving its goal. Funds so donated shall be payable to the SEAFWA and sent to its Executive Secretary. The Executive Secretary shall deposit such donations, along with dues and funds from other sources, and pay obligations of MINRC as approved by the MINRC Chair and Secretary. The Executive Secretary shall maintain such records and documentation as required by generally accepted financial and accounting principles and shall provide periodic financial reports to SEAFWA and MINRC or as requested.

MINRC is authorized to expend funds, including funds collected or donated for purposes directly

related to achieving its mission. Such expenditures must have prior approval of the MINRC Chair. Expenditures may include encouraging and supporting the attendance of students at the annual SEAFWA conference, establishing internships/externships, maintaining a website, and other expenses necessary to the Subcommittee's successful operations.

SOUTHEASTERN ASSOCIATION OF FISH AND WILDLIFE AGENCIES

Committee Report (Insert Committee Name)

Chair (Insert Name),

Meeting of (Insert Date)

City, State

Meeting convened (insert start time);

Chaired by (insert name);

Committee Members Attending: (list by name)

Scheduled Discussion Items: (provide bulleted list with brief annotation about nature of each discussion)

Other Discussion Items: (provide bulleted list with brief annotation about nature of each discussion)

Action Items and Recommendations: (provide brief subject statement and specific action recommended)

Committee Recommendation for Chair: (insert name)

Meeting adjourned: (insert time)

List of current committee members and contact information: (attach listing)

List of interested participants and contact information: (attach listing)

List and description of active committee members: (describe)

Submitted by: (Insert Committee Chair name)