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FORESTRY ADMINISTRATION

FOREST & LANDSCAPE

Recommendations for Performance of Heads and Staff Members at Forestry Administration

2009

FORESTRY ADMINISTRATION

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Recommendations for Performance of Heads and Staff Members at Forestry Administration

15 Recommendations for Heads (Management Group)
15 Recommendations for Staff Members (Technical Group)

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Title
A Guide on Recommendations for Performance of Heads and Staff Members at Forestry Administration
15 Recommendations for Heads (Management Group), 15 Recommendations for Staff Members (Technical Group)

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FOREWORD

This guide is meant as a help for all staff at the Forestry Administration to improve their performance and to raise awareness about the management issue and its importance to the success of the Administration.

The guide is developed for the managers and for the professional and technical staff members at the Forestry Administration, but it is the hope, that the guide can be useful also for other institutions engaged in advisory and extension services.

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1. INTRODUCTION

Fig.1. Map of Cambodia.

The target groups of Forestry Administration are all parties in the forestry sector: Timber companies, nurseries, seed dealers, farmers, organizations, communities and educational institutions.

The Forestry Administration is expected to be able to provide high quality advice at different levels and to transfer skills and information to and from public institutions, research institutes and universities, and practice in an effective and appropriate way.

The services are expected to be provided on request from clients and on initiative from the Forest Administration itself. (Fig.2).

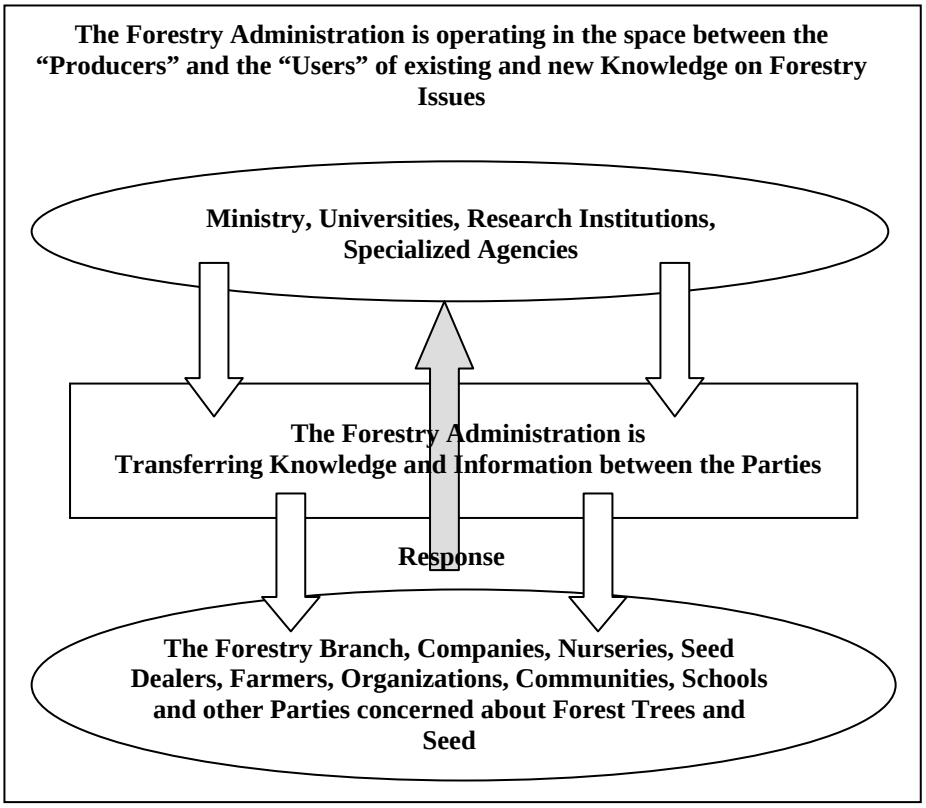

Fig.2. Transfer of information through FA.

The continued successful development of the Forestry Administration depends very much on the dynamic and active performance of all staff. Only through individual initiatives, the FA will develop.

"The single most important factor for the success of the Forestry Administration is the performance of the individual staff"

2. THE ROLE OF THE STAFF AT FORESTRY ADMINISTRATION

The FA is typically staffed with two groups:

1) A Group of Managers
   DG, Deputy DGs of FA and Chiefs and Deputy Chiefs of Offices. This group has the main responsibility of maintaining an overall view of forestry issues in Cambodia and to plan and coordinate all activities at FA. Furthermore to create relevant networks and cooperate with authorities, to make budgets, to facilitate the work of the staff and to delegate all technical issues to the staff. Finally the group of Managers makes cost control and evaluates working plans and budgets.

   The Group is not expected to provide substantial advisory services on technical issues in details.

2) A Group of Technical Staff
   This group has the main responsibility of providing high quality advisory services on forestry issues. The individual staff members are expected to be dynamic, creative, professional specialists on different technical issues of FA and they are expected to keep their skills and knowledge up-dated, to develop networks and to serve their clients.

3. HUMAN RESOURCE DEVELOPMENT AT FA

In a rapidly changing and highly technological world, the development of the human resources (HRD) must be an on-going activity, and everybody has to be deeply concerned about this issue.

The development of individual skills may be carried out in many ways and by use of many means e.g.:

Training courses – in-service training – exchange of information between colleagues – attachments – self-studies – study tours – technical facilities etc.

But the single most important factor for the development of skills is:
The staff member himself / herself – this means YOU !

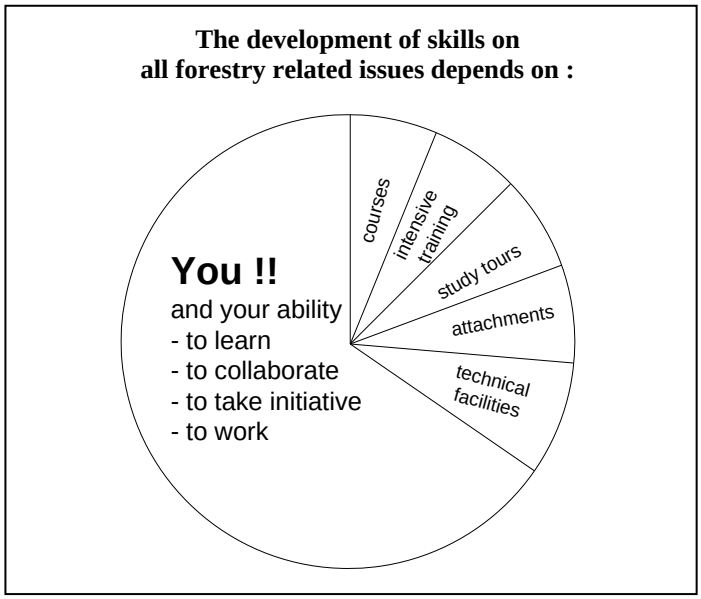

Fig.3. Development of skills

“The performance of the individual staff member is the key to success.”

In order to clarify this statement and in order to raise awareness about the above issues, CTSP has developed the following recommendations. The recommendations are to be used in practice for awareness raising and for discussions on staff performance issues.

Such recommendations may be developed in many ways but basically it is all about “common sense”.

Inspiration for the development of this guide has been gained from different sources e.g.:

Experience gained through the previous project period 1998-2000.
“Ten Business Commandments”, Anon. 1982.
“Management of Tree Seed Programmes”, DFSC 1999.
“The Entrepreneur 21 golden rules for the global business manager” John Wiley and Sons (Asia) Pte. Ltd. Singapore 1999.

4. PERFORMANCE OF MANAGEMENT AT THE FORESTRY ADMINISTRATION

4.1 Fifteen Recommendations for Group of Managers.

1. Know the objectives and tasks of FA.

   Realize what the objectives of the FA are all about.
   Be aware of "Vision " and "Mission" and know about the expectations from target groups/clients and from the ministries to the performance of FA.
   Follow and obey regulations and guidance from the ministries.

2. Identify the clients and their needs.

   Identify all clients in the country and try to meet their needs and fill the "gap"- the lack of knowledge. Provide fast and cheap services of high quality.

3. Be willing to learn and study.

   It is a hard job to stand on the top - to be a manager. Be active and up-dated and search new information from all relevant sources.

4. Know your staff.

   Be concerned about the strengths and weaknesses of your individual staff. Support staff in doing their best and develop skills by means of training etc.
   Listen to staff and give response.
   Evaluate the performance of staff frequently and arrange for individual "Employee Opinion Surveys" (annually).

5. Plan your work.

   Make structure.
   Thorough planning and budgeting are preconditions for a successful leadership. Thought and planning before action is the key to accomplish your results. Be exact.
   The single most important resource that we allocate from one moment to the next is our own time. Consider carefully how to use your own time and the time of your staff.

Work effectively and take the hardest work first every day. Make lists for memory. Plan for tomorrow.

6. Set goals.

Unless you have a set of realistic goals and deadlines for yourself and for your institution it is extremely difficult to achieve anything and measure your progress.
Discuss goals and plans with your staff.
Set your standards reasonably high and give high priority to overall planning and budgeting.

7. To convince others - first convince your-self.

Prepare for meetings.
Know what you want to be done before you try to convince other people. Sell well, tell well and develop your skills as an orator. “Selling” is the ability to persuade people to see your point of view.
Make your communication simple, straight to the point and appropriate.
Express problems in a positive way.

8. Fill the gap between your strengths and weaknesses.

You need to recognize your strengths and weaknesses and then to fill the gap by means of your own efforts or by means of help from your staff and from other people.

9. Use other peoples brains.

Delegate authority and responsibility to the extent possible and in relation to job-descriptions.
Trust your staff to complete their tasks, use their brains and capacity and develop talents.
Try to avoid boring work.
Work with people and help them to do their best. Make it easy for them to give you what you want.
Let employees know that their ideas are valued.
Leadership is the ability to get other people to work according to your goals.
Have self-restraint enough to avoid meddling while people are doing, what they are supposed to do.

10. Cooperate well and create networks.

Listen carefully and give response to other peoples opinions. Be open to criticism. Develop your contacts actively and carefully.
Make any criticism helpful.
Nobody can know everything, don't be afraid to let people who knows better than you do the job. Most results are today reached as results of teamwork among persons with different specialties.

11. Be friendly, fair and honest.

Create a friendly and familiar atmosphere, people want to be treated well. Be courteous and consider social welfare. Say thanks. Be respectful to people you value.
Be fair and honest and be a "good example" to colleagues and staff.
Remember: "Only friendly people becomes successful leaders".

12. Have courage.

Trust your intuition. Try out ideas and take risks. Make decisions and even tough ones when necessary. Try to solve problems before they grow too big. Don't wait too long.
Show persistence and determination.
Be visible and flexible and try to manage according to situation.
Stay cool, in a crisis don't panic.
Keep your word - be trustworthy on promises, agreements, expenditures and budgeting.

13. Keep order.

All people thrive well in an orderly environment. Keep office facilities, buildings and surroundings in order. Maintain carefully. Emphasize your staff to keep order.

14. Prepare for change.

Change occurs on all fronts. Be always prepared for changes, technical economical, organizational and mental. Prepare staff in due time before necessary changes occur.
Don't use change as a goal in itself.

15. Be committed**.**

Love your job, do the best you can. Be active, be cooperative, have initiative and perform optimism and positive thinking.
Be content with your job. True happiness doesn't come from getting everything you want, but from being content with what you have and by developing things from this point.

Remember:

"The 15 Recommendations" may be made in many ways.
"It is all about common sense".

You are judged upon your results
and the way you reached them.

5. PERFORMANCE OF EMPLOYEES AT FORESTRY ADMINISTRATION

5.1 Fifteen Recommendations for the Group of Technical Staff.

1. Know your job.

   Realize what your job is all about. Be aware of your responsibility and rights and know what results your target groups, clients and colleagues are expecting from you.
   Follow and obey regulations and guidance from the management.
   Stick to your job-description.

2. Identify your clients and their needs.

   Your daily work and all the contacts you get make it possible for you to realize and assess the needs of your target groups, clients, etc.
   Take initiatives and work in order to meet the needs by providing appropriate and fast high-quality service (advice).

3. Be willing to learn and study.

   A technical staff member is obliged to keep up-dated on new knowledge on his/her specialty and according to the job-description.
   Be active and search new information from all relevant sources and study hard in order to develop your expertise.

4. Plan your work.

   Take it step by step - you can think big but remember to start small.
   Start with what you know well and break a big task into smaller ones, (the "Salami Technique").
   The single most important resource that we allocate from one moment to the next is our own time. Great discipline is needed to use our time effectively to get the most out of each day, week etc.
   Make lists for memory. Plan for tomorrow.

5. Set goals.

Set clear goals for your job and your personal career.
Unless you have a set of realistic goals, sub-goals and deadlines, it is extremely difficult to achieve anything and to measure your progress.
Evaluate your progress and your situation.
Consider these goal-setting issues and discuss them with your manager and colleagues.

6. Cooperate with your colleagues and create networks.

Most results are today reached by means of teamwork. Develop your contacts.
When you meet somebody who inspires you, then listen to him or her and ask for their help. No one can be successful in a vacuum.
Help creating a friendly atmosphere at your working place and realize social aspects.

7. To convince other people - first convince your-self.

Know what you want to be done before you try to convince other people about your ideas. Tell well. Develop your skills to speak clearly to convince other people.
Make your communication simple and appropriate and express problems in a positive way.
Many advisors have to act as trainers now and then. Develop your skills on training and extension issues.

8. Be exact, finish your work.

Be effective and save other peoples time. Develop your materials as far as you can before you involve other people.
Do not deliver work half done. Go for quality.

9. Keep order.

All people thrive well and work more effectively in an orderly environment.
Discipline is needed to keep materials, furniture, buildings and surroundings etc. in order. Do your best to keep order, organize yourself and ask your colleagues to do the same.

10. Be an expert and prepare for meetings.

    Know what you are talking about. Prepare well before you join meetings where you want to influence the decisions. “Do your home work”.

11. Fill the gap between your strengths and weaknesses.

    Recognize clearly your strengths and weaknesses and fill the gap by means of your own efforts or by means of help from other people.
    Discuss your strengths, weaknesses and needs with your manager.
    Nobody can be an expert on everything. Develop your strengths into specialties.

12. Develop technology.

    No institution and no professional adviser can afford to ignore the technological development of today. Keep up-dated on all technological progress, which may influence your job.

13. Change occurs on all fronts.

    Be currently prepared mentally and professionally for changes. Technical and organizational changes are frequent in our time.

14. Be committed.

    Love your job, work hard and honest, be active, be cooperative, have initiative, do your job willingly and express optimism and positive thinking.

15. Be content with your job and do your best.

    True happiness doesn’t come from getting everything you want, but from being content with what you have and by developing things from this point.

The“15 Recommendations” may be made in many other ways.
“It is all about common sense”.

Remember: You are judged upon your results
and the way you reached them.