# SECTION SIX: ORGANIZATION EFFECTIVENESS

## GOAL: DNR WILL EFFECTIVELY AND EFFICIENTLY DELIVER SERVICES TO MEET OUR MISSION

Innovation and collaboration are hallmarks of DNR's activities, helping to maximize return on investments in protecting and sustaining Minnesota's natural resources. We envision:


- **Fiscal resources are used wisely to meet the changing needs of citizens and natural resources.** As new needs arise, we address them using resources that ensure the enduring health of Minnesota's natural resources.
- **We gain operational efficiencies through process improvement methods, and realize cost savings from those efforts.** We model energy efficiency and conservation in our facilities, vehicle fleet, and purchasing. We improve business processes and project delivery methods to maximize our ability to deliver natural resource results.
- **Safety and stewardship are paramount.** Every activity we pursue seeks to ensure the well-being of individuals, communities, and natural resources.
- **We foster learning and development.** We invest in the learning and development of our staff and our partners to enable collaborative initiatives that serve DNR's mission.
- **Customer engagement is essential.** We are a community-engaged organization that builds and sustains productive relationships with stakeholders and new constituencies. We reach out to others with state-of-the-art communication strategies.

### POSITIONING DNR FOR THE FUTURE

- **DNR's fleet management program is considered one of the best in the nation. In the last 4 years, DNR has saved 2 million dollars in fleet costs.**
- **Staff in all work units are learning and applying process improvement approaches such as "LEAN", "Six Sigma", and "Kaizen".**
- **DNR has trained 330 staff in project management. This provides a common approach to increase efficiency and success in reaching project goals.**
- **Three new supervisory development programs will be offered in FY 2011 to support the large number of new supervisors statewide.**

## CRITICAL TRENDS:

Minnesota agencies, like other government agencies nationwide, face **significant shifts in workforce composition** and the availability of future workers. These shifts highlight the need for thoughtful workforce planning and employee recruitment, development, and retention practices.

**Major shifts in traditional sources of conservation funding** influence how the department accomplishes its work. If current budget trends continue, the state's general fund will increasingly be dedicated to health and human services, education, and public safety to meet the needs of a changing population.

**Increasing demands and requirements for accountability** at both the state and federal government levels have resulted in many legislative changes to business policies and practices. These changes were directed at the business operating environment to ensure a higher level of financial accountability in both public and private organizations, and to improve awareness of internal operational procedures designed to meet regulatory requirements.

**Workplace safety** is now a requirement throughout DNR. To be the best DNR we need to be the safest.

**There is increased demand for use of renewable energy sources.** State and federal policies support renewable energy development through incentives and mandates to enhance energy price stability and security and reduce the addition of greenhouse gases to the atmosphere. With technology advances and new incentives there are unprecedented opportunities to enhance energy efficiency and reduce our environmental footprint.

# ORGANIZATION INDICATORS & TARGETS

| INDICATOR | TARGET | PAGE | |
|---|---|---|---|
| **Environmental Performance** | | | |
| Gallons gasoline equivalent of gasoline, diesel, E85 and other fuels consumed by DNR's fleet; BTUs of electricity, heating fuels and wood consumed by DNR facilities | Reduce DNR transportation petroleum consumption 25% by 2011 and 50% by 2015; reduce DNR facilities energy usage 15% by 2015 | 115 |   |
| Percent renewable energy used at DNR facilities; carbon emissions from DNR facilities and fleet | Obtain 8% of DNR facilities' energy from renewable sources by 2015; reduce DNR fleet and facilities carbon emissions 15% by 2015 | 116 |   |
| **Internal Processes and Technologies** | | | |
| Number of recordable work injuries per 100 employees | Eliminate injures | 117 | |
| **Learning and Growth** | | | |
| Indicators in development | | 118 | |
| **Customer Engagement** | | | |
| Indicators in development | | 118 | |

# DNR ENERGY AND ENVIRONMENTAL PERFORMANCE

THIS INDICATOR IS A KEY MEASURE IN PART ONE

**INDICATORS: Gallons gasoline equivalent of gasoline, diesel, E85 and other fuels consumed by DNR's fleet; BTUs of electricity, heating fuels and wood consumed by DNR facilities**

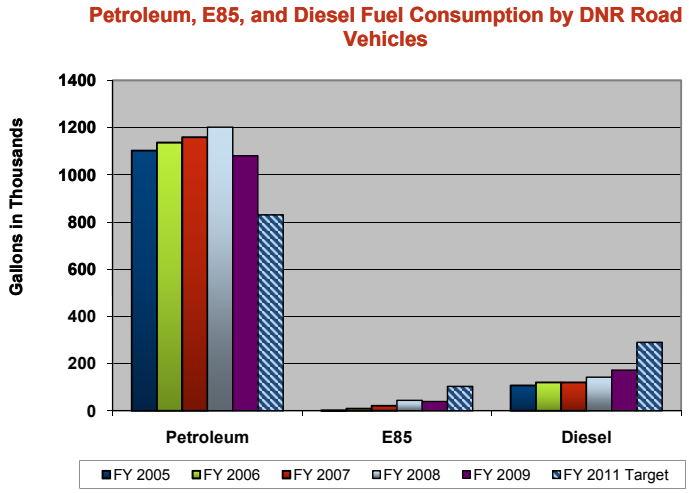
## WHY IS THIS INDICATOR IMPORTANT?

Natural resource stewardship includes conservation of energy resources as well as careful consideration of the environmental impact of all DNR business activities. The department's objective is to model environmental performance and neutralize our own carbon loading activities.

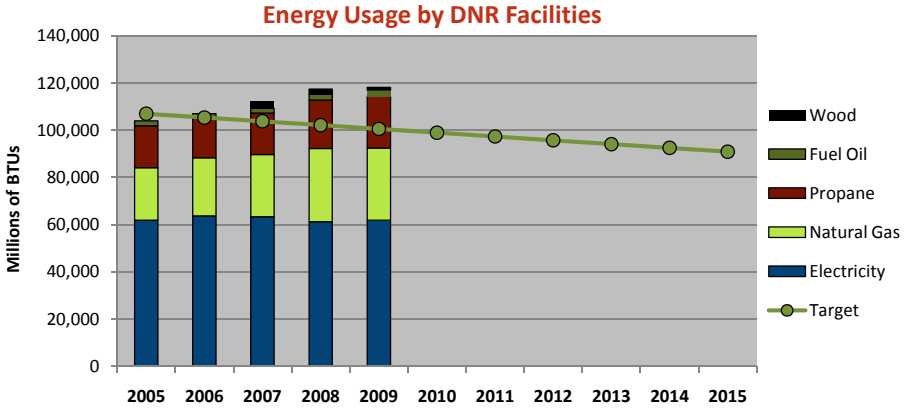
## WHAT IS DNR DOING?

DNR is developing a comprehensive sustainability plan that will guide department business operations to achieve specific environmental goals. DNR will target energy use reductions in fleet and facility operations. In addition, DNR will consider business impacts on environmental quality and economic performance. This could include adopting carbon sequestration strategies at operating sites to mitigate the environmental impacts of business activities. The energy plan also will include the development of demonstration areas that model best energy practices for fleet and facility operations.

**TARGETS: Reduce DNR transportation petroleum consumption 25% by 2011 and 50% by 2015; reduce DNR facilities energy usage 15% by 2015.** Additional transportation and facility-related targets include: ensure that 25% of DNR's vehicles are alternative fuel capable by 2015; ensure that 25% of all DNR facilities energy use is either eliminated or renewable by 2025; landscape 25% of DNR's administrative sites to sequester carbon by 2015 and 50% of sites by 2025. DNR is exploring a variety of strategies to reach these targets and will be adapting strategies as new technologies become available.




**Petroleum, E85, and diesel fuel consumption by DNR road vehicles. DNR's target is to reduce its transportation petroleum consumption 25% by 2011 and 50% by 2015.**




**Annual energy usage for operating DNR facilities. DNR's target is to reduce facilities energy usage 15% by 2015. This target is based on the 2007 Next Generation Energy Act.**

## LEARN MORE ABOUT:

- Minnesota Energy Statistics: www.eere.energy.gov states/state_specific_statistics.cfm/state=MN

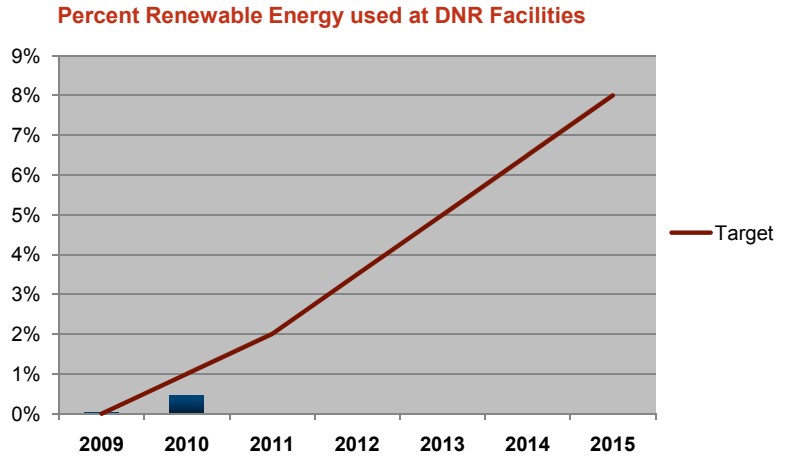
# RENEWABLE ENERGY USE AND CARBON EMISSIONS

THIS INDICATOR IS A KEY MEASURE IN PART ONE

**INDICATOR: Percent renewable energy used at DNR facilities; carbon emissions from DNR facilities and fleet**

## WHY IS THIS INDICATOR IMPORTANT?

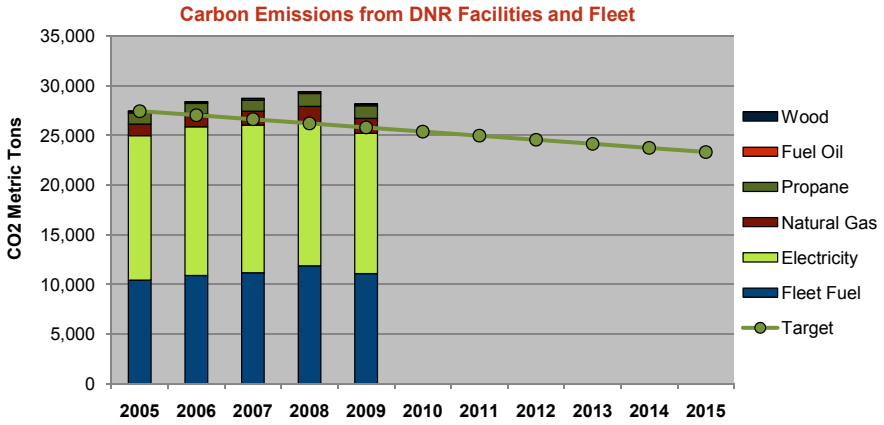
Renewable energy use is an important indicator of DNR's committment to environmental sustainability. Renewable energy use furthers energy security, Minnesota's environmental and economic goals, and provides a model to businesses and citizens for protecting the environment and creating jobs. Climate change challenges natural resource management in numerous ways. Reducing carbon emissions can help mitigate climate change.




DNR strives to obtain 8% of its facilities' energy from renewable sources by 2015.

## WHAT IS DNR DOING?

DNR has made installation of renewable energy systems standard practice on all new buildings. We currently produce over 124 kW of electricity from 12 photovoltaic systems. In addition, DNR heats and cools eight buildings using geothermal systems, and operates one solar thermal system. The department has numerous renewable energy projects in design, and expects to double its renewable energy production in 2011.




DNR aims to reduce fleet and facilities carbon emissions 15% by 2015.

DNR is addressing climate change by increasing energy efficiency of DNR fleet and facilities, increasing conservation-based energy sources on DNR lands, and integrating climate change mitigation and adaptation into management activities. DNR is improving carbon emissions tracking by automatically feeding energy invoice data into the Minnesota B3 Energy Benchmarking System. DNR is a member of the climate registry and reports annually on carbon emissions.

**TARGET: Obtain 8% of DNR facilities' energy from renewable sources by 2015; reduce DNR fleet and facilities carbon emissions 15% by 2015.** DNR has made a good start on implementing renewable energy and reducing carbon emissions. DNR is exploring a variety of strategies to reach these targets and will adapt strategies as new technologies become available.

This photovoltaic array at the Iron Range OHV Recreation Area tracks the path of the sun, producing over 5,700 kWh per year.

## LEARN MORE ABOUT:

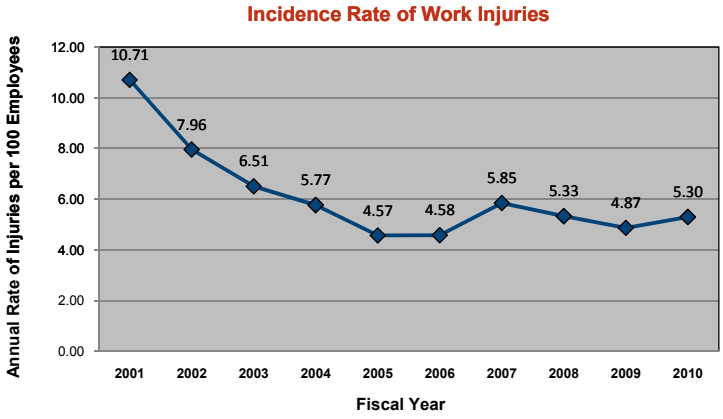
- Renewable energy and climate change page in development: see www.mndnr.gov/conservationagenda

# DNR WORKPLACE SAFETY

**INDICATOR: Number of recordable work injuries per 100 employees**

## WHY IS THIS INDICATOR IMPORTANT?

All injuries are preventable and safety is everyone's concern. The ability to conduct work safely in the field and in the office is central to DNR's character, culture, and capacity to achieve our mission. Injury prevention is a good business practice because employees are our most valuable asset. DNR is determined to eliminate all injuries. We can measure our success by examining the incidence rate of recordable work injuries. Recordable work injuries include those that result in death, loss of consciousness, days away from work, restricted work activity or job transfer and medical treatment beyond first aid.




**The recordable work injury incidence rate has dropped from more than 10 to less than 6 employees injured annually per 100 employees since 2001.**

## WHAT IS DNR DOING?

DNR is working with all levels of staff to make safety a priority. We have written and implemented safety policies, investigated incidents, inspected workplaces, and set safety goals. In addition, starting in February 2010 all managers will complete at least three safety inspections and one formal safety audit each year. Safety inspections and safety audits provide a means to identify and correct worksite safety hazards, unsafe conditions or actions, and foster safety awareness. These steps have helped reduce the number of recordable injuries; in 2001 there were 278 injuries and in 2009 there were 117. We are happy that safety is improving but we will not be satisfied until all injuries are eliminated.

**DNR employees build a trail bridge over the Caribou River in northeastern Minnesota with help from a helicopter. The workers made safety a top priority by committing to work safely, planning carefully, and ensuring their skills and training were sufficient to accomplish the task.**

**TARGET: Eliminate injuries.** To reach an incidence rate of zero, DNR will demonstrate management commitment to safety by assigning safety responsibility to supervisors and their work units and fully integrating safety into our operations.

## LEARN MORE ABOUT:

- Incidence Rate: www.oshatrain.org/courses/pages/708m7.html
- Incidence Rate BLS Charts: www.bls.gov/iif/oshwc/osh/os/osch0039.pdf

# ORGANIZATION KEY INDICATOR GAPS

### INDICATOR GAPS:

We recognize gaps in our ability to report on some aspects of organizational effectiveness. A preliminary list of indicator gaps includes:

| |
|---|
| Indicator to track staff use of process improvement methods |
| Indicator to track staff use of DNR project management approach |
| Indicator(s) to track staff participation in supervisory or other professional development programs |
| Indicator(s) to track levels and aspects of customer engagement |