

2005 Pioneer Award for Quality Recipient

Arizona Game and Fish Department



Wildlife Manager, Jimmy
Simmons on horseback patrol

Company Information:

Highest Ranking Official:
Duane L. Shroufe, Director

Contact Person:
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Type of work:

The Arizona Game and Fish Department operates within the Executive Branch of Arizona State government. State law mandates that the Department protect Arizona's wildlife resources, regulate watercraft use and enforce off-highway vehicle (OHV) laws. We do this by implementing policies for conservation, management and harvest of wildlife and by enforcing laws that protect wildlife and public health and safety.

Workforce: 655

Testimonial of Value of the AZ State Quality Awards Program

“The application process serves like a practical exam. It tests the organization to determine whether we’re really practicing what we think we are preaching. If you read about hunting all your life but have never hunted, are you a hunter? How do you know you really learned any skills from the books unless you apply them in the field? If your high school football team practices 6 days a week for 16 weeks but never plays a game, how do you know how good you are? The benefit is in knowing that you’ve applied the SQA criteria in a meaningful manner that has truly brought quality and value to the organization as a result of all the effort you’ve expended. This was a huge test for us and we passed. This validates what we’ve been doing and verifies that it’s worth it. It took courage to find out.”

--Duane L. Shroufe, Director, AZ Game and Fish Department

Highlights of Organizational Process:

Leadership

- When the Department began its quality journey, the Arizona Game and Fish Executive Staff engaged the entire workforce in defining the Department's mission and Employee Code of Conduct. Subsequently, the Management Team defined a set of core values applying the Total Quality Leadership approach, emphasizing a continual commitment to performance excellence. The Executive Staff deployed the vision and values by leading individual work units in adapting and personalizing these values to guide decision-making and behaviors. Signed statements of the basic core values are prominently displayed and referenced throughout the Department facilities.

Strategic Planning

- Key performance measures are represented as key measures in the Balanced Scorecard. Progress on the Balanced Scorecard is reported to management and to all employees on a quarterly basis. Progress on strategic goals and objectives is reported in an Annual report. The Department has developed an Implementation Matrix to align and track specific action plans related to performance measures.

Customer and Market Focus

- Arizona Game and Fish uses trend surveys, phone and mail surveys, customer comment cards, vendor satisfaction cards, open houses and focus groups to gather customer satisfaction data on products and services.

Measurement, Analysis and Knowledge Management

- Data and information are made available to employees through various electronic distribution methods. All employees have computers; remote employees have a second phone line for PC access; and all field personnel have hand-held devices.
- Management of Arizona Game and Fish organizational knowledge is focused through the use of the intranet. Each Branch of the organization has a home page and related pages, which provide Branch information. Team reports and white papers are made available to employees electronically via the intranet and on a common network drive.

Human Resource Focus

- Employees are offered a wide range of opportunities to improve knowledge and skills, through the leadership academy, leadership practices inventory, and through the use of individual personal development plans (PDP) contributing to the organizational needs and personal career development.
- Arizona Game and Fish has a Performance-based Incentive Program (PIP) in place to support and reward high performance work characteristics. These include, but are not limited to, achieving cost reduction, improving customer or product quality and delivery cycle times, thereby, promoting initiative and innovation within the organization through the linkage between PIP and the Department's Balanced Scorecard.

Process Management

- All key processes are documented on process maps that are systematically reviewed, evaluated and improved within individual work units. A Balanced Scorecard measurement is used to ensure that all process maps are reviewed at least every two years to determine process effectiveness and efficiency.