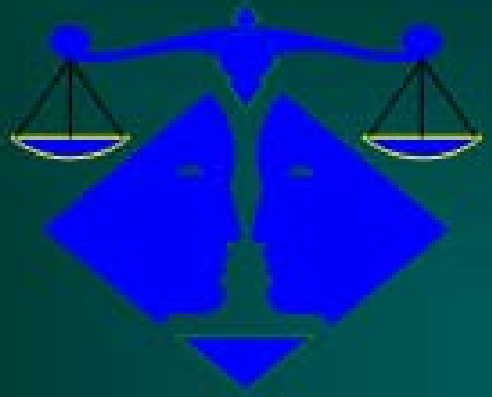
Professional Reliance in the Williams Lake TSA



"Empowering Trust"

March 9, 2011

Full Workshop Summary

PARTICIPANTS

Participants & Facilitators = 69

By Name - Alphabetical Order

Table #	Name	Affiliation
2	Alexander, Jeff	Licensee - Tolko
2	Armstrong-Whitworth, Tanja~	BCTS
3	Atkins, Bev	NRO
4	Barker, Tim	BCTS
6	Barta, Robert	NRO
10	Beaulne, Jamie*	Licensee - Tolko
4	Briscoe, Richard	NRO
6	Burdikin, Guy~	Licensee - West Fraser
5	Calabrese, Mauro	Licensee - West Fraser
9	Chipman, Gord*	Licensee - Alkali
2	Colwell, Rory	NRO
8	Davis, Jason	Consultant
9	Drodge, Jason*	Licensee - West Fraser
1	Eastman, Dwayne	BCTS
5	Fradsham, Todd*	BCTS
3	Fulton, Graham	Licensee - West Fraser
1	Gatenby, Mike	NRO
6	Geneve Jasper	NRO
7	Glencross, Alan	BCTS
9	Grinwald, Hank*	Licensee - West Fraser
8	Hamm, Mark	NRO
6	Hoffman, Tom	Licensee - Tolko
9	Holtom, Derek*	Consultant
5	Howse, Kerri	NRO
3	Jennings, Harry	NRO
5	Jorgenson, Greg	Consultant
9	Kaytor, Kim*	BCTS
9	Kennedy, Paul~	BCTS
7	Kerley, Jason	NRO
1	Koch, Paul	Licensee - Tolko
2	Lapointe, Brian	Consultant
3	Larock, Mike	ABCFP
9	Lillico, Darcy*	BCTS
5	Liscomb, John	Licensee - Tolko
6	MacDonald, Sharon	NRO
6	Mack, Sherman	NRO
3	MacKinnon, Myles	Consultant
7	Mann, Brenda	BCTS
8	Marchand, Chad*	Consultant
7	Marchand, Michelle	Consultant
2	McIntosh, Graeme	Licensee - West Fraser
10	McNaughton, Brian*	Consultant
10	Miller, Kyle*	Consultant

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Table #	Name	Affiliation
3	Monteith, Syd	BCTS
4	Mooney, Jerry	Licensee - Tolko
5	Mooney, Stephanie	NRO
6	Newsome, Guy	BCTS
7	Norquay, Alex	NRO
9	Ofstie, Curtis	BCTS
1	Orosz, Darrell	NRO
10	Osmachenko, Bob*~	NRO
7	Passeri, Marco*	Licensee - Tolko
3	Pawelchak, Jeff	Licensee - Tolko
4	Pedersen, Mike	NRO
2	Salewski, John	NRO
7	Sandve, Keith	NRO
4	Schmid, Ernie	Licensee - West Fraser
5	Schmid, Jan	NRO
3	Seabourne, Sean	Licensee - West Fraser
8	Sullivan, Bruce	Licensee - West Fraser
6	Taylor, Darryl	Consultant
10	Thompson, Scott*	NRO
4	Walker, John	Consultant
7	Welke, Rick	Licensee - West Fraser
2	Wiggins, Ray	NRO
4	Wilker, Kristine	NRO
9	Williams, Kurt*	BCTS
1	Woermke, Susan	Licensee - West Fraser
1	Wood, Lindsey	NRO

15 * walk ins (not pre-registered)
4 ~ attended morning only
8 facilitators

#	% Total Affiliation	Participant Affiliation	#	%
1	1%	ABCFP	1	2%
13	19%	BCTS	13	21%
11	16%	Consultant	11	18%
20	29%	Licensee	19	31%
24	35%	NRO	17	28%
69		TOTAL	61	
		Licensee		
1	1%	Alkali	1	2%
8	12%	Tolko	7	11%
11	16%	West Fraser	11	18%

Note: Total Affiliation includes facilitators

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1	Eastman, Dwayne	BCTS
1	Gatenby, Mike	NRO
1	Koch, Paul	Licensee - Tolko
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1	Wood, Lindsey	NRO
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8	Davis, Jason	Consultant
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4 ~ attended morning only
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Facilitator Affiliation	#	%
BCTS	0	0%
Consultant	0	0%
Licensee	1	13%
NRO	7	88%
TOTAL	8	

Licensee		
Alkali	0	0%
Tolko	1	13%
West Fraser	0	0%

AGENDA

Professional Reliance Workshop	**Workshop Goals:** • **Gain an understanding of Professional Reliance issues in our TSA.** • **Develop Solutions to address PR issues.** • **Develop an Action Plan to advance the culture of PR in our TSA.**

Date: March 9, 2011 **Location: Pioneer Center (Williams Lake)**

Time	Topic	Lead	Objective
8:45 – 9:05	Registration, Coffee and Networking	Bev A.	Write your expectations on a flipchart
9:05 – 9:10	Welcome	Tom H.	Leadership Message Safety/Housekeeping Review Goals, Agenda
	Expectations	Mike P.	At table, introduce yourself and give an expectation for the day.
	Principles for the day.	Mike P.	Set the safe environment.
	ABCFP Framework	Mike L.	ABCFP role in Professional Reliance. Framework for practice.
	"10 Principles of PR"	Mike P.	PR progress – 2002 to the present.
	PR Survey Results Q/A	Mike L.	Some "pay attn to's" from the PR Survey.
10:20-10:40	Coffee		Networking and Conversation
	EXERCISE #1: Table Discussions and Challenge Walls.	Keith S.	What is working well with respect to PR in this TSA? What is tricky?
	EXERCISE #1: Theming	Keith S.	Set up for dotmocracy.
	EXERCISE #1: Dotmocracy	Keith S.	Capture the 6-8 key issues for Exercise #2.
12:00-13:00	Lunch	Free	Networking and Conversation
	Preamble for Afternoon	Mike P.	
	EXERCISE #2: Root Cause Café	Tom H.	Drill into root causes of issues identified in Exercise #1.
	Exercise #2: Report Out	Facilitators	Summarize root causes.
	EXERCISE #3: Solutions and Actions	Facilitators	Draw out solutions and actions from participants
15:00–15:15	Coffee		Networking and Conversation
	EXERCISE #3: Report Out	Facilitators	Summarize solutions and actions.
	Exercise #4: Action Plan	John S.	Assign next steps and accountabilities.
	Report of Observations	Mike L.	
16:00–16:15	Workshop Evaluation	Mike P.	
16:15–16:25	Close Workshop	Mike/Tom	Leadership Message

EXPECTATIONS

Met? Y/N/IP	Expectations as written of flipcharts
IP	How do we get the same level of trust as if a P.Eng. submitted a proposal?
Y	Objectivity separate ego's
IP	Riks & how to manage decreased staffing
IP	Reduced liability premiums
IP	Demonstrate trust
Y	Hear the latest (bon) spiel
Y	To get updated on PR in today's forests
Y	Better understanding of "Reliance"
Y	To get an update on where things are at
IP	Understand reliance in relation to legislation
Y	See where other professionals are "at" with PR
Y	Catch up on what is current
N	To define roles & goal posts
Y	Gain understanding of what expected of a professional
IP	Fighting fires through creeks
Y	SLA/$$ challenge
Y	Gain a better level of trust and respect through "open communication"
	prof & building the relationship
	how non-prof fit intothe picture
Y	Productive conversations
	more dialogue
	solutions on the ground
IP	How to get talking in the bush, not the boardroom
IP	Employer expectations vs professional ethics/responsibilities
N	Learn how different sectors define "PR"
N	PR in different agencies
Y	What is PR?
	difference litigation vs mitigation
Y	Get to know my peers and their understanding of PR
IP	How do we show the public that their trust can be placed in PR
Y	Is PR alive & well in the Williams Lake TSA?
Y	Better understanding as to folks view on PR Good/Bad
Y	Learn about the PR team
IP	Mutual understanding of PR between all
Y	What does PR mean to my fellow professionals
Y	Linking PR with understanding of competence -- to pursue prof development
IP	Where are the boundaries for Prof Reliance

Y = yes; N = no; IP = In Progress

green - denotes expectations added after table discussions were summarized to group

CHALLENGE WALL What is working well with respect to Professional Reliance in this TSA?

Themes	Topics (Stickies)
Relationships & Communication	Working well – amongst the change in recent years in both Industry and Ministry a level of understanding and trust still exists albeit strained at times
	Report trust
	Many of the forest professionals in this TSA have strong opinions, tend to share them but also are willing to listen to other opinions
	Scope of practice
	Accountability
	Open communication
	Some joint decisions
	Following the framework and exis test
	High level of expertise
	Established relationships between MoFR and Industry
	Better communication of proposed forest activities
	Basic acceptance of PR
	Desire by professionals to establish roles in PR – ie. attendance @ this workshop
	PR has somewhat forced us to communicate more especially between industry and government
	Makes us feel more like a professional team than individuals on separate teams
	Face to face meetings are being held to talk about issues/processes
	In office peer reviews
	Communication
	Instigation of communication among forest professionals within a organization in regards to PF
	Dialogue and communication
	Respectful dialogue between professionals
	Good discussions regarding better/more efficient processes
	Professional communication
	Communication links with various FN groups or organizations
	Willingness to having conversations between different groups
	Willingness to have conversations about different approaches/options
	Positive attitude (want to make PR work)
	Cooperation and discussion – open dialogue – trust
	Requirement to work with first nations – works well when the FN has the capacity to do so – staff support and financial support
	More ‘net working’ among TSA professionals
	Communication between business areas – open and respectful dialogue
	Relatively good relations between gov’t and licensees in this district
	PR concept appears to have been endorsed by more professionals

Planning Flexibility	More innovative practices being permitted
	Should be more accountability
	Operational flexibility
	More tolerance of 'innovation' in plans
	Reduction of administrative costs to industry and government
	Greater reliance on role of RFT's by RPF's
	RESULTS amendments approved as long as rationale provided
	Operational flexibility - No need for situational approvals
	Many people are here to work towards a better understanding of PR
	Ability of professional preparing/submitting plans/proposals to "think outside the box"
	More trust with submissions, less time reviewing
	Can allow for more flexible, site specific planning
	Site plans and amendments
	Woodlot licenses shift to Woodlot license plan (CP and stumpage rates clarified framework for professional involvement and reliance or will in near future
	Site plans and auditing to results achieved
	Clean submission = timely approvals
	Use of legal framework
	Silviculture prescription amendment approval
	Greater expectations and accountability
	Ability to promote and recommend different practices
	Flexibility to build creative plans/solutions
	The ability to make changes to plans without delays
	No SP approvals
	Recognition that professional reliance is important to the profession
	Well documented rules
	Acceptance of new ideas and strategies within FSP
	Have to have good rationale for what is proposed
	Better assessments of streams and wetlands
	Site plan amendments
	Ability to prescribe what is to occur in the land base within a cutting authority area
	Ability of government and industry professionals to have open/front discussions
	Better understanding of PR amongst industry/government and contractors compared to 5 years ago
	Site plans
Information Sharing	Sharing of responsibilities ie. 3rd party info sharing
	A general trust with deliverables to clients
	Dedication and pride in our work
	PR allows for some "out of the box" thinking as long as it is well rationalized
	Strong compliment of experienced, knowledgeable professionals within TSA sharing knowledge
	Understanding each person's role and responsibility
	Relationships with other professionals - good working relationships

Information Sharing (cont.)	We are all in the same boat (gov't, industry, etc.)
	Sharing of knowledge and expertise
	Everyone is willing to get together to solve the issues
	Commitment to employer
	Reduces manpower needed to "babysit" forest professionals
	History of relatively positive gov't – industry relationships
	Changing demographics within the profession bringing newer stewardship perspectives based on professional reliance
	There is a high level of respect for the ABCFP members in this TSA
	We have a higher level plan that sets goal posts for our forest management
	Broadening of professional perspective beyond just "getting the wood out"
	Establish communication and trust between the more seasoned professionals
	Trust from public allowing forest professionals to manage public lands
	Relationships with and between other forest professionals – industry, government and consultants
	The forest professionals in the WL TSA know each other fairly well and the level of respect is already well established
	Trust from previous experiences makes a good working relationship amongst professionals
	Understanding of the various issues
	We are aware that PR needs work, willing to advance
	We have open and frank conversations about forest management
C&E and Risk	Self reporting by major licensees
	"Risk" profiling is helping "good" operators
	Mutual respect between individuals
	Recognition of desired outcomes and concerns
	Efficient
	Professional trust
	High % of success in business
	More acceptance of "risky" results over time
	C&E does communicate on issues to ensure they understand background before decisions
	From start to now, improving working better, we know the good guys and bad, good practice/poor practice clients
	Situations where "common sense" needs to be applied in low risk situations, sometimes is
	Pride in what we do
	Like what we do
	Good local and professional knowledge of how to manage in WL TSA
	C&E audits of FSP results and strategies
	FSP implementation (in general)
	Reliance o RFT for quality control of contracted silviculture activities
	Conversations with licensees and information sharing is working well
	We still find FPC guidebooks helpful
	Reliance on quality silviculture survey's and recommendations

Professional Development - Continuous Improvement	
	Continuous improvement “learning from mistakes
	Training is available for employer to improve and broaden knowledge base thus influencing PR
	Young, keen professionals
	It empowers the professional to accomplish tasks in a manner he/she sees fit as long as it is in accordance to legislation
	High degree of knowledge and ability
	Many of us have worked in Cariboo a long time
	Holding this workshop?
	Research notes are available
Safety	Safety

The thoughts and ideas captured under "What is working well with respect to Professional Reliance in this TSA?" are the strengths, already existing within this TSA, that we will build upon as we tackle the other Challenge Wall question, "What is tricky with respect to Professional Reliance in this TSA?".

The majority of the day was spent tackling the "tricky" Challenge Wall by engaging in the following activities:

1. each person present received 3 voting dots to identify their most critical themes or topics
2. based on the voting (dotmocracy), six break out stations (some combining two themes) were established
3. each person had the opportunity to attend three of the six break out stations to identify root causes of the theme(s) or topics
4. reports were presented outlining the root causes identified at each of the six break out stations over the three rounds of participants
5. each person had the opportunity to attend two of the six break out stations to work on solutions to the root causes of the theme(s) or topics
6. reports were presented outlining the solutions/actions identified at each of the six break out stations over the two rounds of participants
7. Champions volunteered, or were asked to volunteer, to lead or guide the Group action items

(NOTE: Individual action items are for each person to work towards whereas Group action items involve many members to fulfill)

CHALLENGE WALL What is tricky with respect to Professional Reliance in this TSA?

Themes	Topics (Stickies)
Communications	Communication between Licensee's regarding NOI's/Layout
	Dialogue between foresters and between foresters/clients is decreased
37 dot votes	Communication between Government and Licensees
	Lack of common understadnign risks
	Difficulties communication, PR principles amongst different organizations and the inherient implementatation of practices
	Difficult conversations are postponed or deferred
	Dealing with First Nations when they have no capacity to respond
	some conversations seem shadowed, not completely open and honest
	Trying to meet standards with reduced staff-research/specialist (ie. Seral stage, MDWR, OGMA)
	Communication between 1. Implementors/Submitters, Professional/Reviewers and Approvers 2. Stakeholders (Public)
	Tricky: knowing who is who
	Communication: Knowing who to talk to for issues (ie recent structure chnages to MOFR)
	How do we set and/orshowcase examples of PR-where is it working/where is it not?
	Having the professional conversation VS. The US vs. THEM
	Monitoring and enabling raw/inexperienced professionals to develop the communication and trust amongst themself and other professionals and non-professionals
	Tricky: Lack of regular communication with other professionals
	Problematic: with the changing roles/responsibility, maintaining, fostering, and advancing the established trust and communication is at times difficult to maintain
	Somtimes lack in verbal or 1-on-1 communication (i.e. Email-inpersonal)
	Emails! We need to pick up the telephone
	Limited "conversation" too much email
Field Reviews	Not enough field reviews
	PR in boardroom not effective
27 dot votes	Need to establish new working relationship thru joint field reviews to build trust
Accountability	Reliance on standard unit identification on contracted site plants [plans]
	PR and scope of practice
17 dot votes	Ensuring accountability without being "enprofessional" or strong-minded
	Accountability is not being upheld
	Government not only balancing forest managment across the landbase but other industries that have an impact as well
	When licence requirments are not met due to approved sampling technics and best management can not be done using that avenue
	How to control implementation of prof. plans in the field? Ie TSL licensee not conforming to TSL doc. Or other prof. plans. Roads built without prof. design. Enforcement?
	Documentation is lacking
	Re-Org's and lack of ownership
	Lack of Framework of professional competance levels on specific tasks performed by Foresters
	Practicing outside of scope

Trust

28 dot votes

Professionals reviewing other professionals work
Trust of accuracy/qualtiy of information recieved. Example: My knowledge, experience, training, judgement versus their knowledge, experience judgement and training.
Lack of trust to enable taking on higher levels of risk.
Level of trust between professionals
Not working well. Having oneunderstanding of PR. Industry/ Forestry
Accountablility is weighted more on Gov't especilly with FN which sometimes makes the "trust," issues a little more complicated.
Apparent "overburden," on forest professionals. Less staffing in gov't can equate to industry risk.
Developing trust or maintaining trust with people new to positions ot reponsibilities.
Preception that some will use PR for special agendas
Professionals taking advantage of "small time," operators. Charge lots for shotty unprofessional work.
Lack of self reporting by small lic.
The element of trust and how do we address the gap between gov't stuff and industry.
Convince the public that we know what we are doing at the same time showing that our Professional is an art/science.
Public perception of, "the fox gaurding the hen house," in gereral non-forestry public.
Possible perception that industry employees may be "forced ," tocomprimise PR to attain company profits.
Industry and other stakeholders not trusting eachother! Landbase is a free for all between stakeholders!
Trust between industry/Forestry.
Appaerent lack of Trust between Gov't and Industry Professionals
Need more Trust between Professionals and indusrty and gov't. Duplication of Professionals reviews.
Lack of Trust.

Attitudes

5 dot votes

Understanding PR in things like Opportunity To Be Heard.
Understanding role - old habits of Commnad control
No incentive to set the bar high for industry prescribing RPF
Working FN consideration/responsibilites into a traditional male, white, conservative proffession
Some Proffessionals feel that becasue they are Proffessional's their work does not need review. We all need some review to avoid bad habits
Others org. Vs. PR. - 'Big vs. Little." How to manage the Low % of Shortfalls
Leadership within your organisation having buy in with PR
Does every decision relay on PR? Ie. 3rd party info sharing for FN consulation
Seal is used as approval for anything..... Free for all!
Ensuring that the "Standards of the Day," are understood/known before being critical of another's work.
Gov't tends to be "glass 1/2 empty." Very pessimistic. - Worst case scenario
Difficulty in accepting of alleinate ideas
Assuming we all should know the right answer
Perseption of "Nit-picking." ie. Low risk submissions with no impact to crown.
Different Personnalities
Difficult People
Professional opinion can vary.

Different Expectations

30 dot votes

Framework of risk rating decisions
Understanding the risk model
Multi-district approvals (different expectations)
Workloads with respect to "time to meet" or "bush time" between submitter/reviewer
Issues seem slower to become resolved
Need to be better at developing action plans and encouraging that objectives are met
Different Opinions
Difference of Opinion on what is right for the ground
Refusing to accept deliverables signed and sealed by a professional based on another professional's opinion
Difference in opinion of what is "professional reliance"
Conflict resolution
Difference in individual standards/principles & philosophies
Individual perception of PR in relation to FRPA & forest "stewardship", as well as, the profession itself
Vast differences in what the definition of PR means. Frustration
We are all trying to do PR BUT need to take a bigger step in that direction
Overlapping tenures. Tenure holders chasing the same piece of public land. Tenure over tenrue more PR needed
Competing interests
Cumulative impacts when multiple licensees in one area
Mountain pine beetle challenges ie. fires & rate of cut
How is safety effectively brought under the "PR" umbrella

Money

31 dot votes

Appraisal submissions
Appraisals - no trust; thorough review done on all appraisals
"least cost" discussions for appraisals
Appraisals
Anything revenue related - re: Industry appraisals; FN information sharing: review of information sharing
Quality of submissions when profits are down and time is money
PR when revenue risk is associated
Industry - MoF relationship with issues related to timber pricing and requirements around what needs to be approved
Cruise estimates/S.E.
BCTS cruise estimates when licensees have difficulty meeting standard error
Professional Reliance could be improved on revenue-related issues: appraisals, cruising; -- examples: cruising highly negative stumpage stands to 12% S.E.
Stewardship vs economics
Influence of dollars (profit) vs appropriate stewardship
Most things that deal with the financial issues associated with harvesting, either within industry forum or with MoF
Profit and the bottom line still control/affect outcomes
Balance between stewardship and economics
Separate the bottom line from decision of stewardship - govt and industry
Tricky: resolution for problem solving; economics vs stewardship? As goals
Industry market downturn and time for professoinal stewardship - detailed rationales

Money (cont.)

Stewardship vs economics (cont.)

The industry is able to better force economic based decisions as opposed to ecological decisions

Applying the principles of PR within the challenging economic environment of present

Timber Wars

Support of continuing education

no funding for continuing education for forest professionals (both industry and government)

No theme

Service interruptions; cancelled contracts

Legislation

12 dot votes

Understanding

Keeping up with new reg's, policy, leg's (provincial, regional, district)

Land Act GARR orders

Hangover approvals required from FPC (ie silviculture prescriptions)

Interpretation of some policies, etc.

Ambiguous legislation for results based legislation – some professionals demand more specific definitions/legislation.

Legislation restrictions vs appropriate stewardship.

Linking concept of professional reliance with the FRPA FSP approval tests.

Big Picture planning

Unrealistic Objectives (ie, seral stage targets)

FSP's are such an overarching document they tend to be approved and then shelved. The results and strategies are not always clear.

Landscape planning

Landscape level planning across BCTS operating areas and licensee areas not happening.

Who's accountable?

Forest Act and FRPA makes the licensee, not the professional, accountable for "professional Mistakes"

C&E

Does C&E fit in? (eg. Uniform Enforcement)

BCTS

When is BCTS going to be treated as a licensee not government

Statements

Growing pains associated with Results based forestry (FRPA) & increased PR for individuals

New Legislation ... New Ministry???

FRPA – forces us into the professional reliance world.

Submissions

8 dot votes

Risk

Deal with risk management in submissions and approval process.

Understanding, quantifying and qualifying risk around forest management

Approving FP telling the signing FP how to complete a prescription

Systems

Do we need all systems?

Complete data to satisfy archaeich Ministry systems! – Need licensee help with block we do not field inspect?

Submissions (cont.)

Submission completeness

What should be included in submissions?

Difficult and highly time consuming to develop new/non-standard processes and strategies.

Approval process timeframe creep.

Investment vs Value

Cruising .. Meeting SE% in 0.25 cent wood.

Decision Making

Letting go of prescriptive decision making.

Submission reviews: letting go of previous prescriptive decision making.

Uncertainty around roles between decision makers and information providers (decision enablers).

???

The complex nature of the issue.

Uncertainty around results ➔ conflict between reviewers and proponents

THEME: Communications Facilitator: Lindsey Wood

Participants:
Round 1 - Mike Larock, Kurt Williams, Harry Jennings, Mauro Calabrese, Jeff Alexander, Rick Welke, Paul Koch, Rory Colwell, Jason Drodge
Round 2 - Jason Kerle, Richard Briscoe, Jan Schmid, Kristine Wilker, Michelle Marchand, Myles MacKinnon, Chad Marchand, Sean Seabourne, Jamie Beaulne
Round 3 - Gord Chipman, Jerry Mooney, Guy Newsome, Darrell Orosz, Kerri Howse Curtis Ofstie, Geneve Jasper, Sherman Mack, John Walker, Todd Fradsham, Alan Glencross, Dwayne Eastman, Sharon MacDonald

Route Causes: (from flipchart)

Lack of operational level (peer level) monthly meeting (the grunts)-lack of time
Personality (introvert/exovert)-some folks don't talk
Lack of who's who-changes in Gov't/Industry/consultants/Woodlots
Time/Resources [this one came up lots]
More inter-personnel visits
Fewer common learning opprotunities
Combination of technology and lack of people (mechanical vs. Personel)
PR has not created field time
Trust-don't know people, don't want criticism, want to protect integrity
Very strong business philosophy
Need to put ego's aside-sterotyping and US vs. THEM
This is the fundamental theme for PR
You can teach this skill-need more time invested in developing communication skills
More corporate influence-affects communication
Tick Count
Most communications are negative-need positive talk too, avoidance
Defences are up, due to business of the last 5 years
Only communication on issues that are of high importance to a practicular party
Information is power- "I'm not telling you", ties with trust, fear of showing lack of knowledge
Joint inspections-builds rapport, follow-up reviews
Goals/Roles have changed-code to FRPA, Lack of resources and time, more C&E role
What can we discuss?-PR, Officially Induced error, Job role.
Technology is Evil-more F2F
Ego's- Us vs. Them, especially C&E
Email is too easy (EVIL)-need to talk, can create more issues with misinterpretation, use of "cc"
PFN-another way for communication in an open forum, no longer active, old group got tired and lack of time
Lack of knowledge/experience to have "comfort" in having a comprehensive conversation -better understanding, knowledge drain
Amount of info that is needed for "good" communication-not too much or too little, efficient/productive talks
Decrease in Economics, Decreases the communication between licensees and increase competition -this may continue due to "wood basket"

THEME: Communications Facilitator: Lindsey Wood

Participants:
Round 1 - Dwayne Eastman, Paul Koch, Rory Colwell, Jason Drodge, Sean Seabourne, Rick Welke, Alex Norquay, Sharon MacDonald, Graham Fulton
Round 2 - Rob Barta, Gord Chipman, Jerry Mooney, Kerri Howse, Jeff Pawelchak, Myles MacKinnon, Jamie Beaulne, Jason Kerley, Michelle Marchand, Chad Marchand

Solutions: (from flipchart)

Re-consider before sending email (or IM)
Identify key issues in submission for discussion prior to submitting
Phone tenure holders more to let them know the issue
Change meeting venues-"come to our office"
Update contact list with Who's who and their roles
Be considerate with communication-let people know what is going on
More joint field trips-interest related
Joint training- 1st aid, Quad, AST level 1, S100
Peer review-discuss chnages to process with other agencies
Need to re-initiate informal stuff-Tick count, PR seminars and FPN
More F2F
All common sense, Why aren't we doing it?
Field Tour with Key Players-Logger's, Area supervisors, compliance, specialists-to build rapport, communication lines and learnings
Focus on quality, meaniful, results based communication-know role in conversation,be clear on purpose and in what context, a 1 pager of "quick tips", be objective and listen to other party

THEME: Field Reviews & Accountability Facilitator: Bev Atkins

Participants:
Round 1 - Kristine Wilker, Ray Wiggins, Myles MacKinnon, Michelle Marchand, Jason Kerley, Greg Jorgensen, Scott Thompson, Chad Marchand, Sean Seabourne, Jamie Beaulne
Round 2 - Tim Barker, Kim Kaytor, John Walker, Curtis Ofstie, Sherman Mack, Darrell Orosz, Darryl Taylor, Hank Grunewald, Rob Barta, Marco Passeri, Guy Newsome, Paul Koch, Rory Colwell
Round 3 - Susan Woermke, Brenda Mann, Bruce Sullivan, Mike Gatenby, Brian McNaughton, Ernie Schmid, Alex Norquay, Kurt Williams, Kyle Miller, Darcy Lillico, Jan Schmid

Route Causes: (from flipchart)

Peer review increase level of accountablity
Time managment/priorties
People resources
Level of Risk/public complaints
attitude (resistance to change)
$
Are field reviews part of Business Process?
Ineffective relationships (increase movement of staff industry/gov)
Knowledge and experience (need people who can make decisions etc...)
Invitations for field review NOT being followed up with
Reviews should occur on inovative ideas/Pres.
Field reviews increase level of comfort for Prof. Respect knowledge
Time and Contraints
Short staff
$
No ident. Champion to make things happen
too much paper work
Priority ranking
No understanding what you have in your toolbox-undertanding PR is a tool
Clarity of job function
Lack of mentoring (sucession planning)
Reluctance to share information-open the books!-fear of failure
Reluctance to admit you are reaching the edge of you SOP [scope of practice]
Lack of opprotunity to share info-leadership priorities-org. Priorities
Organizationally-plant @ desk and process driven
Data managers
Prescriptions not changing and impediments to innovative practice and improved managemt
Landscape issues. Difficult to assess cumulative impacts on one CP.
Workload
Priorities
Technology
Resistance (fetters later decision)
Conflict adverse
PR indicates doc. Is good-why do you need to complete a field review
Perception of risk (different levels of risk between Gov/Licensees)
Communication-Lack of-failure to invite
Competency levels (fear of lack of confid. Or increase comp.)
Changed from field driven to office reviews.-tech process (Google earth)-emphasis on process
-field review seems to be the last step

THEME: Field Reviews & Accountability Facilitator: Bev Atkins

Participants:
Round 1 - Tim Barker, Scott Thompson, Kristine Wilker, Genever Jasper, Michelle Marchand, Greg Jorgensen, Myles MacKinnnon, Susan Woermke, Mike Gatenby, Jamie Beaulne, Chad Marchand
Round 2 - Paul Koch, Guy Newsome, Ray Wiggins, Darrell Orosz, Graham Fulton, Rory Colwell, Todd Fradsham, Ernie Schmid, Kim Kaytor, Brian McNaughton, Daryl Taylor, Darcy Lillico

Solutions: (from flipchart)

1. Cultural Shift
   Actions: Employer Support, Personal Committment
   Benefits: Prof. Respect, long term benefit<cost, more efficiencies, long term relationships

2. Invitations (both parties)
   Actions: Priority-increase frequency, create atmosphere of peer review and not enforcement
   Benefits: Create positive environment, trust between decision makers, increase dialoge

3. Increase/easy access to more qualified Prof. To help with decision
   Action: Invite experts-specific to decision
   Benefits: Increase knowledge, stewardship and quaility of work.

4. Mitigate adverse impacts on environment (ie Soil impacts)
   Action: More Workshops to train operators/ground workers
   Benefits: Better stewardship, improve relationships with operators, minimize risk, training opprotunity.

5. Build a field component into TSA commitee. Be more inclusive of all professionals
   Benefits: better communication on ground, increase members increase knowledge

6. Member Database
   Action: TSA create database so one day "info sessions" have a list to invite, perhaps create 1 day/month for info session
   Benefits: networking, knowledge transfer, low cost

Who pays for increase field reviews?
   Solution: ABCFP-continuing Competency= X # field reviews. This would increase accountability of members
   Benifits: Responsibility to FITs/TFTs, Opprotunity for JR employees

THEME: Trust & Attitude Facilitator: John Salewski

Participants:
Round 1 - Syd Monteith, Richard Briscoe, Jan Schmid, Kim Kaytor, Sherman Mack, Graham Fulton
Round 2 - Kerri Howse, Rick Welke, Todd Fradsham, Dwayne Eastman, Ray Wiggins, Alex Norquay, Sharon MacDonald, Graeme McIntosh, Alan Glencross, Ernie Schmid, Jerry Mooney, Mike Larock, Bruce Sullivan
Round 3 - Brian La Pointe, Paul Koch, Scott Thompson, Hank Grunewald, Daryl Taylor, Derek Holtom, Harry Jennings, John Davis

Route Causes: (from flipchart)

Pesonal agenda
Lack of education about PR
Different perspectives
Focusing on issues, not results
Dealing with issues that are difficult to measure
Ego's
We don't know what a good result is
Lack of information
Different levels of risk tolerance between profesionals and employers
Poor at showing what we do well
Poor past performances
Less experience as a whole assocation
Legislation needs to catch up to PR
Culture
Forestry is a broad spectrum, difficult to be experts in all fields
Lack of empowerment
Time
Lack of previous professional work
Felt that going to Association will ruin relationship
Different perspectives and levels of understanding
Hole between public and Profesionals
Lack of sharing information
Pressure to work outside Scope of practice
Standart society is full of idiots - ineviatbley workforce will have some
Don't know each other
Hard time moving from proccess based to results based
Making assuptions about decisions vs. Asking

THEME: Trust & Attitude Facilitator: John Salewski

Participants:
Round 1 - Ray Wiggins, Marco Passeri, Mauro Calabrese, Richard Briscoe, Kim Kaytor
Round 2 - Tim Barker, Jan Schmid, Derek Holtom, Geneve Jasper, Curtis Ofstie,
Harry Jennings, Bruce Sullivan, John Davis, Mike Larock, Kurt Williams

Solutions: (from flipchart)

Start at Trust
Professional "Forester Network," open forum
Makeing an effort to get to know someone
Get "Experts," for scope of practice that is/are challeging
Working together with an open mind
Understanding there is more than one solution
More easily available "Professional Development."
Set boundaries
Personal accountablility
Advocate about PR
As employees you can educate employers about PR
Hire more staff
Willingness to accept other Professional Opinions
Bring in Senior Mng. Into seesions like this
Hold people accountable to their scope
Web Forum - Facebook to educate public and Prof. (People check it every day....
People don't check the Assoc. Web page every day.)

THEME: Different Expectations Facilitator: Mike Pedersen

Participants:
Round 1 - Jerry Mooney, Geneve Jasper, Ernie Schmid, Guy Newsome, Kerri Howse, Gord Chipman, Marco Passeri, Dwayne Eastman, Daryl Taylor, Susan Woermke, Hank Grunewald
Round 2 - Darcy Lillico, Kurt Williams, John Liscomb, Brian La Pointe, Jeff Pawelchak, Mike Gatenby, Jason Drodge, Brenda Mann, Derek Holtom
Round 3 - Michelle Marchand, Syd Monteith, Ricke Welke, Myles MacKinnon, Kristine Wilker, Chad Marchand, Jason Kerley, Greg Jorgensen, Jeff Alexander, Richard Briscoe, Sean Seabourne, Rory Colwell

Route Causes: (from flipchart)

A. Differences of Opinion:
Conflict resolution; individuals standards, principles and philosophies; differences in what PR means; different opinions on what is right for the ground.
Running into problems at plan/CP/RP submission time - no conversation leading up to the submission.
Usually more than one way to get to a resolution.
Meeting at the same level; working within the same scope of practice; accounting for different experiences.
What parameters of profession reliance apply prior to a dicsussion (what are the boundaries; helps understand the risk). Perspectives may play a role here (business Vs stewardship.
Some of the old legislation is wound into existing FSP's - how do we fit professional reliance into this model?
Audit and follow up on FSP Results and Strategies - are they doing what they were supposed to do? If done would provide for a higher level of trust.
Use adaptive management more to understand how risk should be managed. This may address concerns of the unkown and willingness to try something new.

B. Cummulative Impacts:
Overlapping constraints on the land base - how should this be managed?
Concern over economic margins being stretched? Push the constraints?
Is there coordination on how we manage these constraints?
Take the scope of planning beyond the cutblock - focus on the landscape - one cutblock Vs 100 cutblocks.
Requirement for area planning - needs to be initiated - realtionship with other stakeholders.
Look at the accummulation of all activity.
With the advent of the FSP, licensees are not itting together to plan where activity is taking place.
There is a gap between the FSP and the CP application - no area based plan.
What about discreet operating areas to manage cummulative impacts over?
What about common objectives? Foretry operates on 20/60/80/120 year timeframes; dealing with political timeframes that frustrate a longer term vision.

Route Causes (cont.): (from flipchart)

C. Understanding Risk:
How do we get out of our comfort zone? Fear of discipline - what are the reprocussions
Application of adaptive management. Your risk tolerence Vs your employers.
Level of experience of the practioner is well correlated to the level of risk the plan reviewer is prepared to take.
Spend more time talking about outcomes Vs process. Get to a common understanding.
Rationalize the approach.

D. Workloads:
Focus is on Crusing and appraisals in 25 cent wood - why is this taking so much time?
Professional Reliance does not apply to the revenue side - not in the appraisal.
Why are professional signing and sealing appraisals - it always lowest cost to the Crown - why professional reliance on this piece?
Licenees are cruising dead Pli stands to specific standards; BCTS is allowed to have a less rigorous cruising standard when sale is an ITSL - used in MPS 'A' - so why can't industry do this as well?
Making time for professional reliance - people to busy and taking on more risk in their decisions. Both industry and government are doing this in order to ensure business keeps flowing.

E. Competing Interest: (within the TSA and between stakeholders)
Between licensees and other stakeholders

F. Safety under Professional Reliance:

THEME: Different Expectations Facilitator: Mike Pedersen

Participants:
Round 1 - Jan Schmid, Curtis Ofstie, Guy Newsome, Derek Holtom, Hank Grunewald
Syd Monteith, Kerri Howse, Graeme McIntosh, Ernie Schmid, Jerry Mooney,
Jeff Alexander, John Walker, Gord Chipman, Harry Jennings, Jason Kerley
Round 2 - Mike Gatenby, Kristine Wilker, Brenda Mann, Susan Woermke, Dwayne Eastman,
John Liscomb, Marco Passeri, Alan Glencross, Alex Norquay, Rick Welke,
Richard Briscoe, Mauro Calabrese, Brian La Pointe

Solutions: (from flipchart)

A. Submissions and Reviews:
Parking your ego at the door - both sides - breakdown an Us Vs Them.
Plan the time to have the dicussion.
Pick up the phone on minor detail have the discussion. Email takes away from the conversation.
Lay out the concerns and don't hold back.
Need to have a well understood submission and review process.
Need to have an experienced individual to facilitate the process - agree on facilitator.
Need to understand what the reviewer and submitter require - checklist.

Action: (Communication Best Practice) (ALL)
Pick up the phone on minor detail have the discussion. More F2F meetings (field reviews).

Action: (Mike Gatenby to lead with Licensees)
Share Checklists for CP/RP/FSP review and submissions - with the view to reduce timelines.

Action: (TSA Committee)
Well understood submission and review process - Continuous Improvement to be completed on this process.

B. Requirement for Regional Planning:
Need a regional planning group (cooperative) to understand how we are rolling up activities
and ensuring that we are meeting the bojectives of the CCLUP.
Do something similar to Total Chance Planning
Demonstrate to the public that we are meeting the CCLUP.
Who does this? Government, industry, small tenure holders - MNRO to lead?
Setting benchmarks - targets already exist in the CCLUP. MPB blew away the targets with the draw downs?

Action:
Mike Pedersen to lead this within MNRO and TSA Committee

Solutions (cont.): (from flipchart)

C. ran out of time to address

D. ran out of time to address

E. ran out of time to address

F. ran out of time to address

THEME: Money Facilitator: Mark Hamm

Participants:
Round 1 - Curtis Ofstie, Jeff Pawelchak, Tim Barker, Derek Holtom, Graeme McIntosh, Alan Glencross, Todd Fradsham, Darcy Lillico, Bruce Sullivan, John Davis
Round 2 - Brian McNaughton, Gord Chipman, Geneve Jasper, Scott Thompson, Syd Monteith, Jeff Alexander, Kyle Miller
Round 3 - Mike Larock, Kim Kaytor, Jamie Beaulne, Mauro Calabrese, Graham Fulton, John Liscomb, Rob Barta

Route Causes: (from flipchart)

A. Appraisals
Revenue risk
- different perspectives of licensees & govt as well as licensees and BCTS
- trust
- foresters are not independent of their employer's objectives (both real and
- there is some history of untrustworthy practices
- big culture shift is needed to move to PR
- lack of communication

Process: "how we do it" is the same in all cases
No different approach in dealing with negative appraisals vs high revenue risks
- also true for waste, cruise- based sales

Past response to poor practices has been to address "lowest common denominator"
It's about the money, not about stewardship
- Softwood Lumber Agreement drives appraisals policy
- legislation drives appraisals

B. Stewardship vs $
Scarce resources: both money and timber
- beetle wood is deteriorating
- licensee expecations
- landbase shrinking due to GAR orders, land use order

Legal framework of volume based tenures
- easier to manage than area based tenure
- public acceptance of volume-based model
- status quo
- First Nations prefer this
- less incentive to invest than if private land or area tenure

Lack of independence from employer
- sometimes real; sometimes perceived
- public trust of professionals insufficient

Route Causes (cont.): (from flipchart)

C. Cruising/S.E.

NOTE this is generally similar to root causes of appraisals issues

Softwood Lumber Agreement
Perception of poor practice
Need to follow procedure
ITSLS and cruise based sales are managed to two different standards
Trust
Legislation

D. Continuing education

Lack of recognition that gov't needs to support PR

THEME: Money Facilitator: Mark Hamm

Participants:
Round 1 - Darcy Lillico, Jeff Pawelchak, Alan Glencross, Kurt Williams, Todd Fradsham, Bruce Sullivan, Mike Larock
Round 2 - Sharon MacDonald, Sean Seabourne, Graeme McIntosh, Sherman Mack, Scott Thompson, Syd Monteith, Kyle Miller

Solutions: (from flipchart)

A. Appraisals
more trust needed
more PR
audits vs two-tiered approach of region and district review
need common rules for BCTS and majors
less process/ cruising rules
more flexibility at the region and district level
Action: Risk based approach to check cruising, appraisals and waste
* based on individual professional
professional accreditation
past performance
stand/situation specifics
* need to be clear about standards
errors or omissions (technical) vs intepretations (professional)
* need to be clear about communications expectations
formal vs informal
Who: NRO (Regional Appraisals Advisory Committee?) with industry advice
When: ASAP (region and district)
Mark H. to follow up in six months

B. Stewardship vs $
recognise mandate/ authority of professional decision maker
emphasis results vs method
Action: Discuss stewardship decisions and review in the field
schedule time to do it!
Who: submitters and reviewers for FSPs/tenures and silviculture amendments
When: before official submission or decision point
Individual

Solutions (cont.): (from flipchart)

C. ran out of time to address

D. ran out of time to address

THEME: Legislation & Submissions Facilitator: Keith Sandve

Participants:
Round 1 - Brian McNaughton, Brian La Pointe, Darrell Orosz, Rob Barta, Mike Gatenby, Alex Norquay, John Liscomb, John Walker, Brenda Mann, Sharon MacDonald, Kyle Miller
Round 2 - Susan Woermke, Harry Jennings, Graham Fulton, Mauro Calabrese, John Davis, Greg Jorgensen
Round 3 - Jeff Pawelchak, Jason Drodge, Tim Barker, Marco Passeri, Graeme McIntosh, Ray Wiggins

Route Causes: (from flipchart)

Legislation

Lack of Policy to support legislation
Legislation changed/created to support policy
There are conflicts between various ministries legislation (MOE/MNRO)
Professional reliance needs to be implemented equally across all Dirt Ministries (engineers vs foresters vs biologists etc)
Common objectives from Government are needed instead of reactive to political cycle.
There is a lack of information and forest inventory
Government set's objectives but doesn't track cumulative impacts
Tragedy of the Commons (so many confused/conflicted high level goals that they suffer individually when all applied)

- Archaic tenure system
- Need tenure reform
- Need Area based tenures
- Conflict of AAC vs Cumulative Land use
- Use defined area management

Submissions Group 3 chose to focus on CP submissions
Clear expectations needed on submission content.
Clarity needed on review vs approval (when conducted by Ministry staff)
Roll of MNRO staff in review of Permits.
(if a licensee has followed the steps – to what degree can/should MNRO drill into the process?)

THEME: Legislation & Submissions Facilitator: Keith Sandve

Participants:
Round 1 - Darrell Orosz, Brenda Mann, John Liscombe, Brian La Pointe, Rob Barta, Brian McNaughton, Sherman Mack, Kyle Miller
Round 2 - Hank Grunewald, John Walker, Jeff Alexander, Jason Drodge

Solutions: (from flipchart)

Legislation

Review TSA level steering committee (or equivalent group) to ensure the inclusion of all relavent ministries and interest groups.
- Locally advocate for "research"!
- Locally advocate/understand inventory process (forest landbase data mgmt)

Industry and Ministry partners to share CP submission checklists. (Mike G)

Submissions

District offices to share each others CP submission checklists and Business Maps to look for Best Practice opportunities. (Mike G)

ACTIONS SUMMARY

"Group" Action Items

#	Theme	Champion	Action Item (from flipchart)
1	Communication	Alex Norquay	Phone tenure holders more to let them know the issue
2	Communication	Lindsey Wood	Field Tour with Key Players-Logger's, Area supervisors, compliance, specialists-to build rapport, communication lines and learnings
3	Communication	Darrell Orosz	Update contact list with Who's who and their roles
4	Communication	Sharon MacDonald	Joint training- 1st aid, Quad, AST level 1, S100
5	Communication	Ernie Schmid	Need to re-initiate informal stuff-Tick count, PR seminars and FPN
6	Field Review/Accountability	Tom Hoffman & Mike Pedersen	Cultural Shift - Employer Support
7	Field Review/Accountability	Tom Hoffman	Mitigate adverse impacts on environment (ie Soil impacts) - More Workshops to train operators/ground workers
8	Field Review/Accountability	Harold Stolar	Build a field component into TSA commitee. Be more inclusive of all professionals
9	Field Review/Accountability	Darrell Orosz	Member Database - TSA create database so one day "info sessions" have a list to invite, perhaps create 1 day/month for info session
10	Field Review/Accountability	Brian McNaughton & Mike Larock	Look into who should pay for increase field reviews & if ABCFP-continuing Competency= X # field reviews.
11	Trust	Mauro Calabrese	Rekindle Forest Professionals Network
12	Different Expectations	Mike Gatenby	Share Checklists for CP/RP/FSP review and submissions - with the view to reduce timelines.
13	Different Expectations	Mike Gatenby & Ernie Schmid	Well understood submission and review process for CP/RP/FSP - Continuous Improvement to be completed on these processes
14	Different Expectations	Mike Pedersen	Lead discussions on cumulative impacts within MNRO and TSA Committee
15	Money	Mark Hamm	Follow up on risk based approach to check cruising, appraisals and waste
16	Legislation	Harold Stolar	Review Membership of TSA committee
17	Submissions	Mike Gatenby	Share CP submission checklists
18	Submissions	Mike Gatenby	Districts to share CP Business maps

NOTE: Champions are expected to lead or guide the action item and enroll others to help with actually doing the task(s)

ACTIONS SUMMARY

"Individual" Action Items

#	Theme	Action Item (from flipchart)
1	Communication	Re-consider before sending email (or IM)
2	Communication	Identify key issues in submission for discussion prior to submitting
3	Communication	Change meeting venues-"come to our office"
4	Communication	Be considerate with communication-let people know what is going on
5	Communication	More joint field trips-interest related
6	Communication	Peer review-discuss changes to process with other agencies
7	Communication	Focus on quality, meaningful, results based communication-know role in conversation,be clear on purpose and in what context, a 1 pager of "quick tips", be objective and listen to other party
8	Communication	More F2F
9	Field Review/Accountability	Cultural Shift - Personal Committment
10	Field Review/Accountability	Invitations (both parties) - Priority-increase frequency, create atmosphere of peer review and not enforcement
11	Field Review/Accountability	Increase/easy access to more qualified Prof. To help with decision - Invite experts-specific to decision
12	Trust	Start at Trust
13	Trust	Making an effort to get to know someone
14	Trust	Understanding there is more than one solution
15	Trust	Personal accountablility
16	Trust	Advocate about PR
17	Trust	Hold people accountable to their scope
18	Different Expectations	Pick up the phone on minor detail have the discussion. More F2F meetings (field reviews).
19	Money	Discuss stewardship decisions and review in the field

PHOTOS

Participant Evaluations - SUMMARY

53 out of 57 participants filled out an evaluation sheet = 93%

Workshop Logistics	strongly disagree	disagree	agree	strongly agree	comments	Total responses	% agree or strongly agree	Blank
The purpose of the workshop was clear.		3	34	15	was not clear prior to attendance;discuss issues/resolutions ofPR;became clearer; a lot of info packed into one day; user defined?	52	94%	1
The workshop's content was timely and topical.		1	32	19	should have occurred sooner; should have been implemented with FRPA	52	98%	1
The workshop moved at the right pace.		2	37	14	a bit slow at times	53	96%	
The workshop was the right length.		3	36	14	long day; too much content for one day	53	94%	
The venue was suitable to the event			34	18	break out room small for 3 groups talking	52	100%	1
Lunch and coffee services met my expectations	1		28	23	I was fading at the end b/c no last coffee break; excellent; some fruit or veggies would be better; healthy options???	52	98%	1
Workshop Delivery	**strongly disagree**	**disagree**	**agree**	**strongly agree**	**comments**			
Workshop goals and expectations were clear		2	44	7	good idea to get participants to outline expectations; very open	53	96%	
The presenters were knowledgeable.			37	16	Mike P always easy to listen to	53	100%	
The facilitators were well organized.			31	22		53	100%	
The facilitators provided clear instructions.		1	33	19		53	98%	
The facilitators managed expectations and time.		2	35	16	a bit off topic - slowed schedule	53	96%	
The Workshop met my expectations.		2	32	19	I had no preconceived expectations; assigned responsibility to action plan; cultural issues still to address	53	96%	
Evaluation of Workshop Content …the presentation/exercise was useful.	**strongly disagree**	**disagree**	**agree**	**strongly agree**	**comments**			
Professional Reliance in the SIA		2	43	5		50	96%	3
The role of the ABCFP in Professional Reliance		2	43	6	ABCFP should not hold more weight than any other group - ind. gov.; more clarity	51	96%	2
PR Survey Results	1	2	46	4	could have been more explanation of results	53	94%	
Empowering Trust		3	42	6	work in progress	51	94%	2
Exercise #1: Challenge Wall		1	40	11	too large of group at start of wall process; difficult to tackle all PR issues through this exercise	52	98%	1
Exercise #2: Root Cause Cafe		2	43	8	didn't cover all root causes	53	96%	
Exercise #3: Solutions and Actions		2	38	12	action plans clear; needed more time	52	96%	1
Participants Learnings - as a result of my participation in this workshop…..-	**strongly disagree**	**disagree**	**agree**	**strongly agree**	**comments**			
I have gained a better understanding of PR issues			45	8		53	100%	
I have a better understanding of the root cause of PR issues.		2	38	13		53	96%	
I have learned what actions we can take to advance the culture of PR.		1	42	10		53	98%	
Total responses	2	33	833	285		1153		
% of responses	0%	3%	72%	25%				

Participant Evaluations - SUMMARY

6 participants signed their name = 10% --- 1 consultant; 1 BCTS; 3 NRO; 1 Tolko; 1 West Fraser

My most significant take-away learning from the workshop is …

Govt or industry we are all professionals that are expected to be professional. We need to work together to achieve PR goals.
Good foundation more follow and commitments to ensure PR model becomes successful
There are things I can do to improve PR & trust within my area and with other professionals I work with
Increased awareness
Awareness
Practice professional reliance
Communication must be implemented
Review of issues and creation of local action plans
Get on the phone more often
Strong commitment(???) from forest professionals
Communication face to face is very important to PR
That everyone is on the same page - everyone wants professional reliance to work
Communication
Communication (meaningful) is key to make this work
Keeping communication open and actively seeking better, more meaningful conversations
Communication is prominent to moving forward
Understanding risk mgmt in professional reliance. Understanding the boundaries in prof. Reliance.
Better understanding of the industry/government viewpoints of PR and the objectives we, as a profession, need to work towards
Communication
Re-grouping and networking opportunities with other members of the ABCFP. I think we develop silos over time.
Questions about your work is not necessarily a challenge to your professional opinion but rather a request for clarification and common understanding - ensure submission are clearly articulated
Everyone who showed, cared
Increase communication between agencies/licensees
Better understanding of Professional Reliance
To simply get RPF/RFT together & network and share opinions face to face
Lots of interpretation around professional reliance
Working together we can come up with useful solutions to gain trust in Professional Reliance
That the same issues affect all of us and not just me individually
A better knowledge of who the ABCFP members are within the TSA. Relationship building/networking
Open communicationwill go a long way
More face to face Better communication
To communicate better
Great to see all the great Professionals in one spot
Start talking with counterparts
More field More talk
I am not alone . . .
Everyone seemed committed to addressing the issues around PR
Need to educate more
The current issues

Future Workshops could be improved by . . .

increased frequency
The networking with other professionals & ability to hear their concerns
Continue with workshops
Focus on specific PR TSA issues
We should have meeting in the fall to update progress on our objectives
It would be beneficial to have a summary of meeting on the ABCFP & district websites
No suggestions
Ensuring workshops keep moving swiftly - hard to do as every's voice should have time to be heard
Confirm where the summary notes can be found on the website, if participants want to review
More focus on specific issues
Keep the workshops going
N/A
More time spent on the action plan/implementation plan
Even greater participation by "Major Players" in the Williams Lake/Cariboo-Chilcotin areas
A field portion
Not as much content to resolve in one session
Less group exercises and more facilitation of present issues
Solicit topics from attendees in advance
Complete root causes, solutions & actions in one task. Assign 6-8 groups to discuss and work through in their entirety rather than 2 separate processes
Including non RPF - MOE, biologists and a field portion discussing experiences
Having more of them - 3 to 4 a year.
Team building activities
This was a good workshop - not much could have been improved (Rm 2 - too small / loud though)
It was very good
Topic very broad, define some known issues up front

Personal Committment - One thing I will do to advance the culture of Professional Reliance in my TSA is . . .

Work harder to get to know other FPs in my area (WL), and to understand their issues and triumphs
Invite contractors & other professionals for comment & group discussions
Promote professional reliance in my dealings with others
Remain commited to sharing innovative practices and ideas with others operating in TSA
Increase field reviews
Get involved
Keep productive communications open with peers. More talking to peers & less emails.
Provide myself with a clear scope of practice so that when I communicate with other professionals I will be able to work towards my shortcomings.
Try to educate people that don't understand PR
Use workshop to better communicate with other professionals & non-professionals alike.
Work with clients to assist using resources to achieve objectives
Phone clients more often for info
Meet more often

Personal Committment - One thing I will do to advance the culture of Professional Reliance in my TSA is . . . (cont.)

Rely on more face to face communication
Get out of the habit of communication through emails
Ensure the facilitation of communication amongst my clients and government, through face to face conversations, phone calls, and field trips
Participate in PFN, network more often
Working on the individual action items, to improve my PR
Review my knowledge with staff from office who did not attend this workshop
Pick up the phone & have meaningful discussions
Improve my personal communication
To facilitate more dialogue & meaningful conversations (ie. no surprises)
Communication with peers within TSA
Include discussions on the role of professional reliance at our monthly woods meetings & TSA meetings (keep the topic on everyone's agenda)
Keep up to date and connected with Legislation, policies, expectations of my peers, and the current goals of the forest industry
Be more involved in committees and decision making discussions for my immediate working area, then on a provincial level on a whole.
Be part of a PFN group
A key issue currently is knowledge transfer. We need to get more people into the work force so we can do the knowledge transfer before all the "white heads" retire. This is one thing is we need more FITs/TFTs going into the profession. A start for me is volunteering at the GLFES and spending time in the Forests with Grade 6-7 students. I know its early but we got to start somewhere!
Ensure I am current on topics. Strive to build relationships through improved - effective - communication
Use telephone instead of email to communicate
Keep everyone's concerns in mind when dealing with issues. If it is unclear what the concern is - find out more about it
Comunicate better
More interaction with peers in Ministry
Practice Professional Reliance in all my job duties on a daily basis
Look for opportunities within my organization to conduct field info sessions with ABCFP members
Encourage open communication
Take time for more face to face meetings including field reviews
I will attend workshops and/or field tours that are offered as a result of this session
Continue to communicate how I do my job and why I believe Forestry is the best profession
Empower my staff to talk with industry counterparts.
Get into the field
Plan joint field days!
Actively participate in the new PFN and/or field trips
Open minded discussions around sensitive licensee to licensee or licensee to MOF issues
Learn more on issues in our area
Be involved with PFN if it develops
Catch up on what's current
Continue "reminding" or "educating" other "professionals" what Prof. Rel. entails & that it is not an excuse to not practice best management even in an atmosphere of depression/downturn