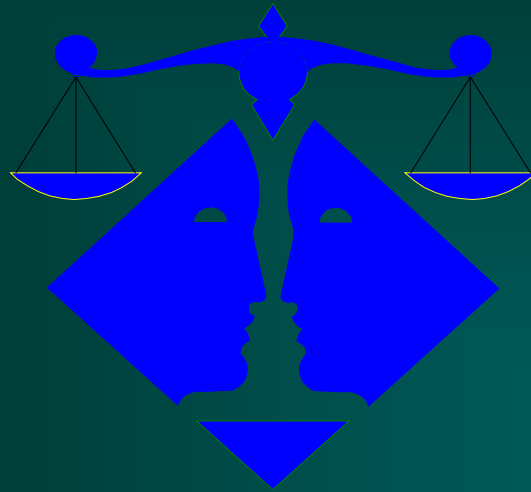
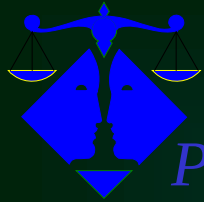


Professional Reliance in the Williams Lake TSA



“Empowering Trust”

2011



Professional Reliance - Empowering Trust

TRUST IS A CULTURE

Dr. A. R. Elangovan

Director, International Programs
Faculty of Business
University of Victoria

Why Do We Trust?

(Importance of Trust)

In the absence of trust:

- ✦ cynicism
- ✦ low motivation and commitment - lack of citizenship behaviour
- ✦ lack of confidence in an organization (people)
- ✦ reluctance to take risks
- ✦ “an unquantifiable cost in untapped potential”
- ✦ increased intention to quit or give up

Why Do We Trust?

(Importance of Trust)

- Easier to trust than to distrust (“zone of indifference”)
- Inability to constantly monitor another’s behaviour
- High costs of not trusting
- Trust is a substitute for control
- Positive psychological impact of trusting

Why do we trust?

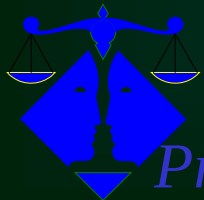
(Importance of Trust) ...cont'd

Positive psychological impact of trusting

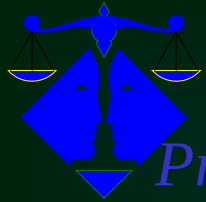
- ▲ Improved work cooperation
- ▲ Enhanced group cohesion
- ▲ Greater tolerance for errors, failures
- ▲ Lowered conflict and stress
- ▲ Increased speed and efficiency
- ▲ Heightened sense of commitment
- ▲ Sharing of ideas, opportunities and problems

Ten Principles of Professional Reliance

“A solid foundation for Empowering Trust”



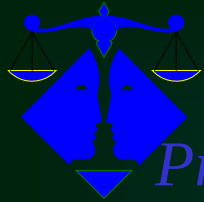
Professional Reliance - Empowering Trust



Professional Reliance - Empowering Trust

Definition - Professional Reliance

- Relying on professionals and non-professionals to ensure that the forest resources of B.C. are managed in a sound and sustainable manner, while adhering to their professional Acts, and association's Code of Ethics, FRPA, and any other associated legislation and regulations.



Professional Reliance - Empowering Trust

Definition - Professional Accountability

- Ensuring professionals and non-professionals practice in a sound and sustainable manner, maintain accountability for their practices and are held accountable for any deficiencies in their professional activities.

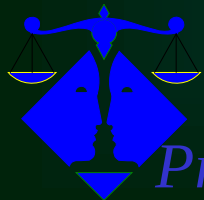
The 1st Principle of Professional Reliance

• **Use the Legal Framework**

*FRPA tests

*Administrative Law Principles

*Principles of Statutory Interpretation



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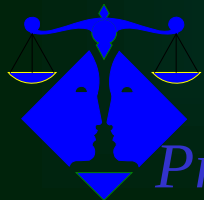
The 2nd Principle of Professional Reliance

- **Understand your roles and responsibilities.**

*The pieces will not fit if there are misunderstandings.

*Professional = responsible

* Respect each others expertise and specific role in the decision process



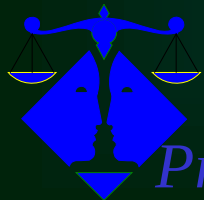
Professional Reliance - Empowering Trust

The 3rd Principle of Professional Reliance

• Open and Respectful Dialogue.

The key to successful communication requires:

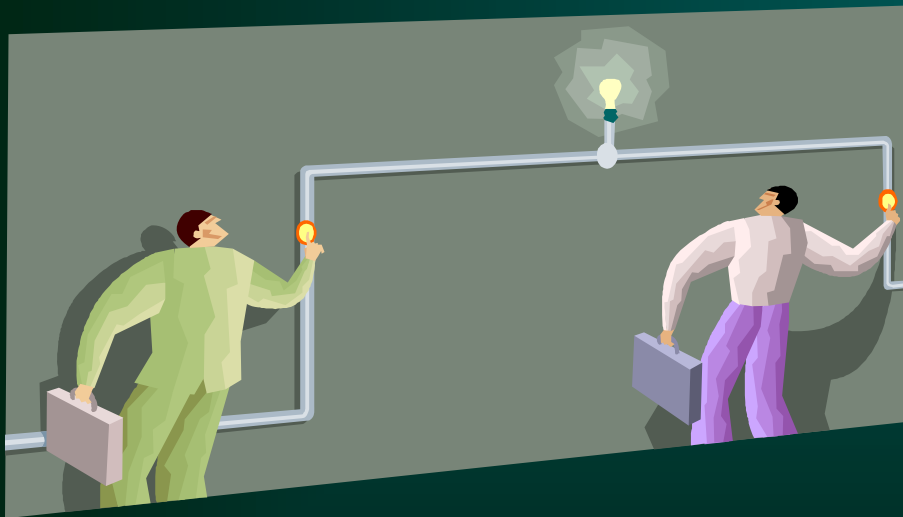
- * Good listening skills
- * Understanding not positioning
- * Recognition of each others underlying interests and expertise
- * Honest, frank and forthright discussion



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The 4th Principle of Professional Reliance

• Take Pride in Plan Clarity.

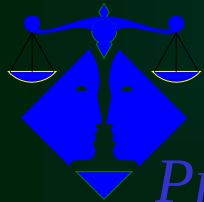


*Flexibility does not equal ambiguity

*Consider you are writing a long term document.

*Clearly stated outcomes enhance implementation and enforceability

*A reasonable group of peers would come to the same understanding regarding the intent of the plan



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The 5th Principle of Professional Reliance

• **Use Existing Guidance.**

- *Risk Management Guidance

- *Guidebooks

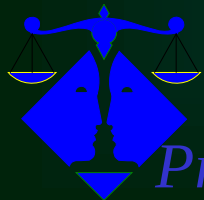
- *FRPA Bulletins

- *I Team

- *District Planning Teams

- *Professional Ethics / Code of Conduct

- *Standards of Review



Professional Reliance - Empowering Trust

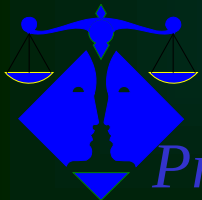
The 6th Principle of Professional Reliance

- **Use legislation Flexibility.**

*FRPA provides the ability for innovation – objectives set – you decide how to achieve and commit!

*Look for it and make it work for you

*Recognize entire FRPA Framework

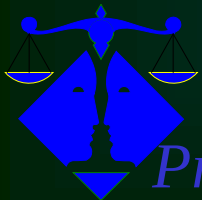


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The 7th Principle of Professional Reliance

• **Manage the Risks.**

- *Risk management is an essential element and should identify significant risk
- *Low risk is acceptable and should receive little attention
- *Can elaborate in rationales

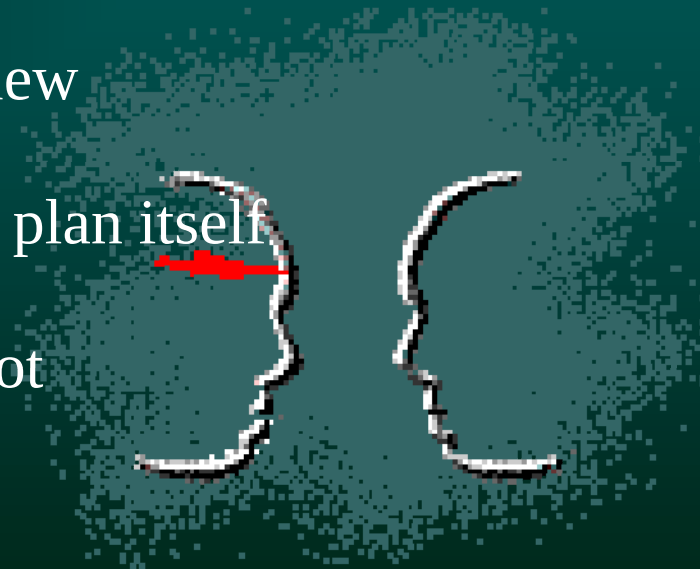
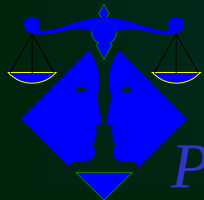


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The 8th Principle of Professional Reliance

• **Include Rationales.**

- *Should be brief/concise
- *Will enhance efficiency of review
- *Not necessarily required in the plan itself
- *DDM can require more info, not prescriptive



Professional Reliance - Empowering Trust

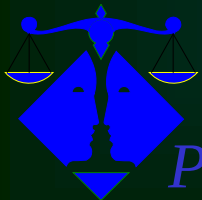
The 9th Principle of Professional Reliance

• **Plan for Conflict Resolution.**

*If you hit an impasse, a timely resolution process is paramount

*Consider a third party sounding board

*Forums outside the planning process must be used to proactively address issues so they are not recurring

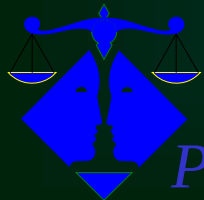


Professional Reliance - Empowering Trust

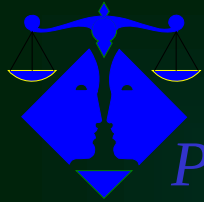
The 10th Principle of Professional Reliance

• **Continual Improvement.**

- *Is co-operatively developed
- *More focus on results in field
- *Allows all participants to learn
- *Provides focus for future efforts

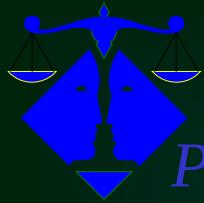


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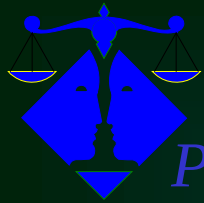
TRUST
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Guiding Principle Wrap-up Review

- 1. Use the Legal Framework*
- 2. Understand Your Roles and Responsibilities*
- 3. Open and Respectful Dialogue*
- 4. Take Pride in Plan Clarity*
- 5. Use Existing Guidance*



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Guiding Principle Wrap-up Review

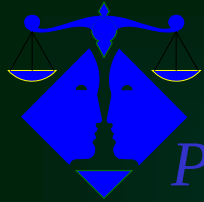
6. Use Legal Flexibility

7. Manage the Risks

8. Include Rationales

9. Plan for Conflict Resolution

10. Continual Improvement



Professional Reliance - Empowering Trust

Thank-you for your kind attention!

Older and wiser – Original
Kamloops I-team

SIR OIF

Dr. A. R. Elangovan

Director, International Programs
Faculty of Business
University of Victoria