

The Role and Expectations of the Forest Professional in Stakeholder Referrals

KAMLOOPS TSA MEETING

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Outline

Let's have a discussion..

- Who are our stakeholders?
- Not about First Nations consultation
- What must we do and what should we do
- Constraints and considerations
- Professional obligations
- Business implications



Who is a Stakeholder?

Who qualifies?

- Other resource users?
- People and organizations who share the land base?
- License holders?
- Non-licensed interest groups?
- Customers of your products?
- Those who will judge your success or failure?
- Those who hold a long term stewardship interest?
- Those who mutually benefit?



Who are You?

Positioning yourself and your interests

- Manage employer/client interests (pressures)
- Responsible for multiple aspects of work (referrals are probably a small part)
- Possess the knowledge / experience / title rights
- Primarily focused on delivering results / getting approvals
- Budget and safety minded
- Ethically bound
- Accountable to public, profession and other members
- Considering short and long term implications (stewardship)
- For lack of other mediation – in the unique position of balancing multi-party interests at the decision point



Favorite Quotes

Have you heard any of these?

- That logging made my creek run dry
- “we have a right to that timber!”
- YOUR site preparation is killing my cows
- You’re just here to make money
- Why don’t you maintain my road any more?
- Your maps are unreadable
- The government paid for that road you are blocking
- It used to be way better under the old system
- You never call me any more

Context of Referrals

Why do we do them?

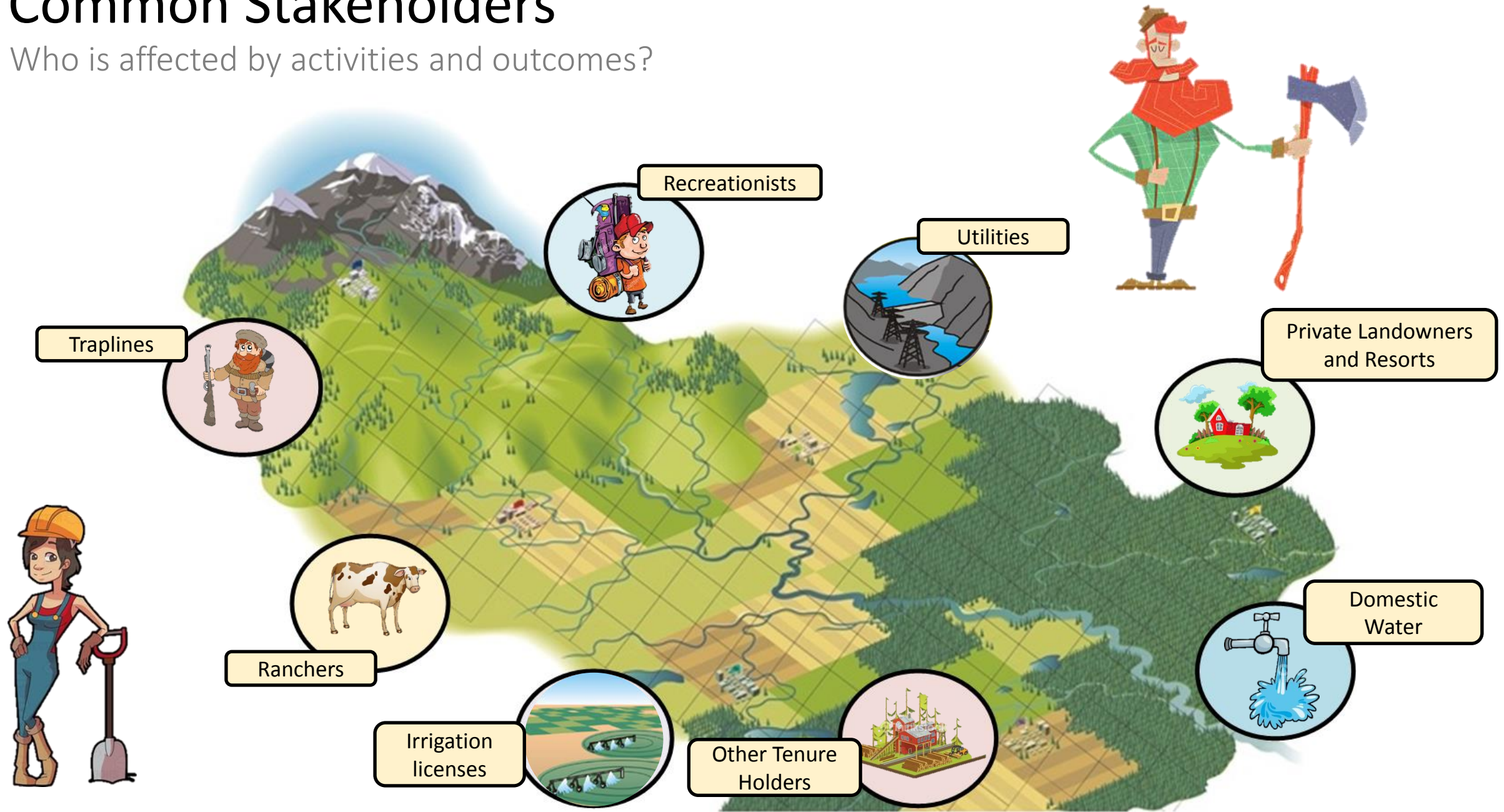
- We manage public resources on a shared land-base
- Recognize that others have rights and interests
- Our activities can impact others positively and negatively
- Legislation requires us to recognize a range of values
- Certification programs require a specified level of referral and consultation
- Authorizations may be contingent upon them
- Inform neighbors and capture feedback...

Why do we do them?

- Maintain goodwill and relationships
- Adapt plans and learn
- Minimize negative impacts or cumulative effects
- Save money in the long term
- Avoid litigation / minimize liabilities

Common Stakeholders

Who is affected by activities and outcomes?



We Have a Few Challenges

The factors that contribute

- We all want something from the resource
- Some of our demands are mutually exclusive
- The mills often make the choices for us
- Timber supply was supposed to look rosier than this
- TSR is not adequately reconciled with all the demands
- The role of government has changed
- Tenure security is tenuous and it's crowded out there
- Third pass planning is very different than first or second pass
- Stakeholders are anxious in this collective environment and have little control of outcomes
- Something's gotta give



Comparing Interests

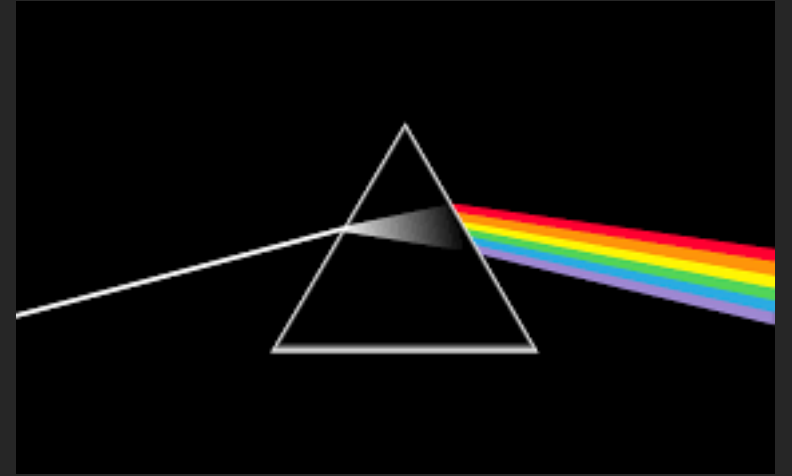
We want fairly different things from the land base and each other

Primary Interests	Forest Licensee	Rancher	Water Licensee	Private Land Owner	Trapper
1 - Resource	Merchantable timber	Grazing areas	Uninterrupted supply	Boundaries respected	Fur bearers
2 - Access	Access without liability	No blockages	Road network minimized	Good maintenance	Reduce access for others
3 - Protection	Fire, pest, climate change	Predators	Safe and clean	Fire safe	Mature cover
4 - Sustainability	Tenure security	Low density forest	Age class distribution	Varies	Connectivity

Us and Them

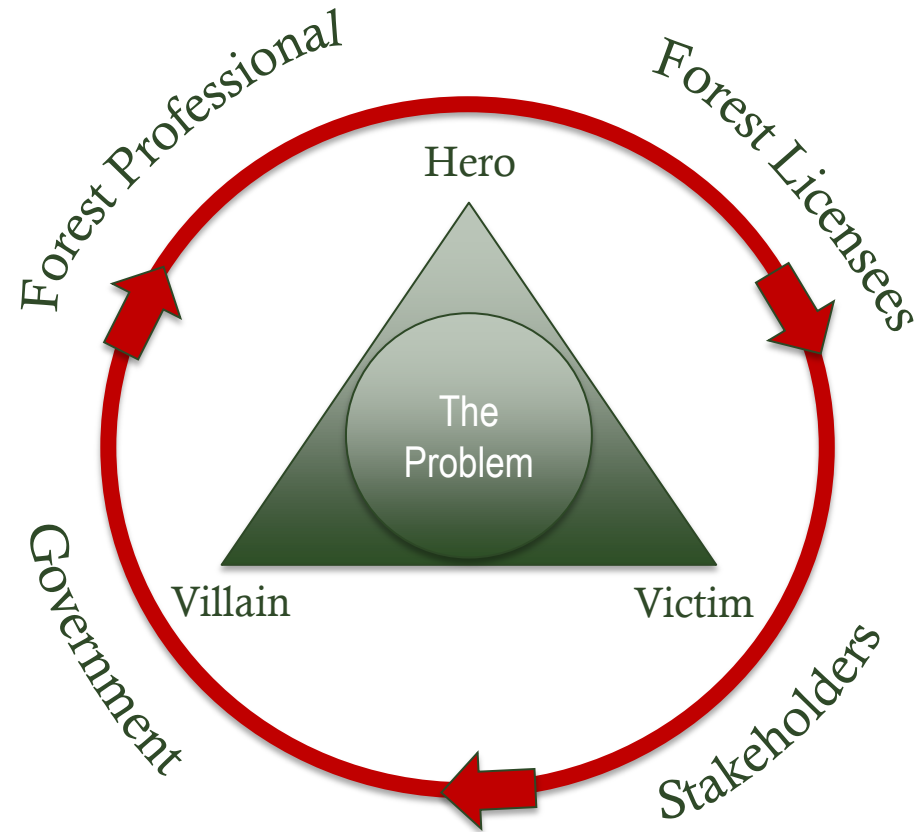
It's not just a great Pink Floyd song..

- Our brains are wired to think along organizational lines
- Positional arguments lead to entrenchment
- Consider interests vs. rights
- What is common amongst us?
- What does long term success or failure look like?



Perceptions Affect How We Engage

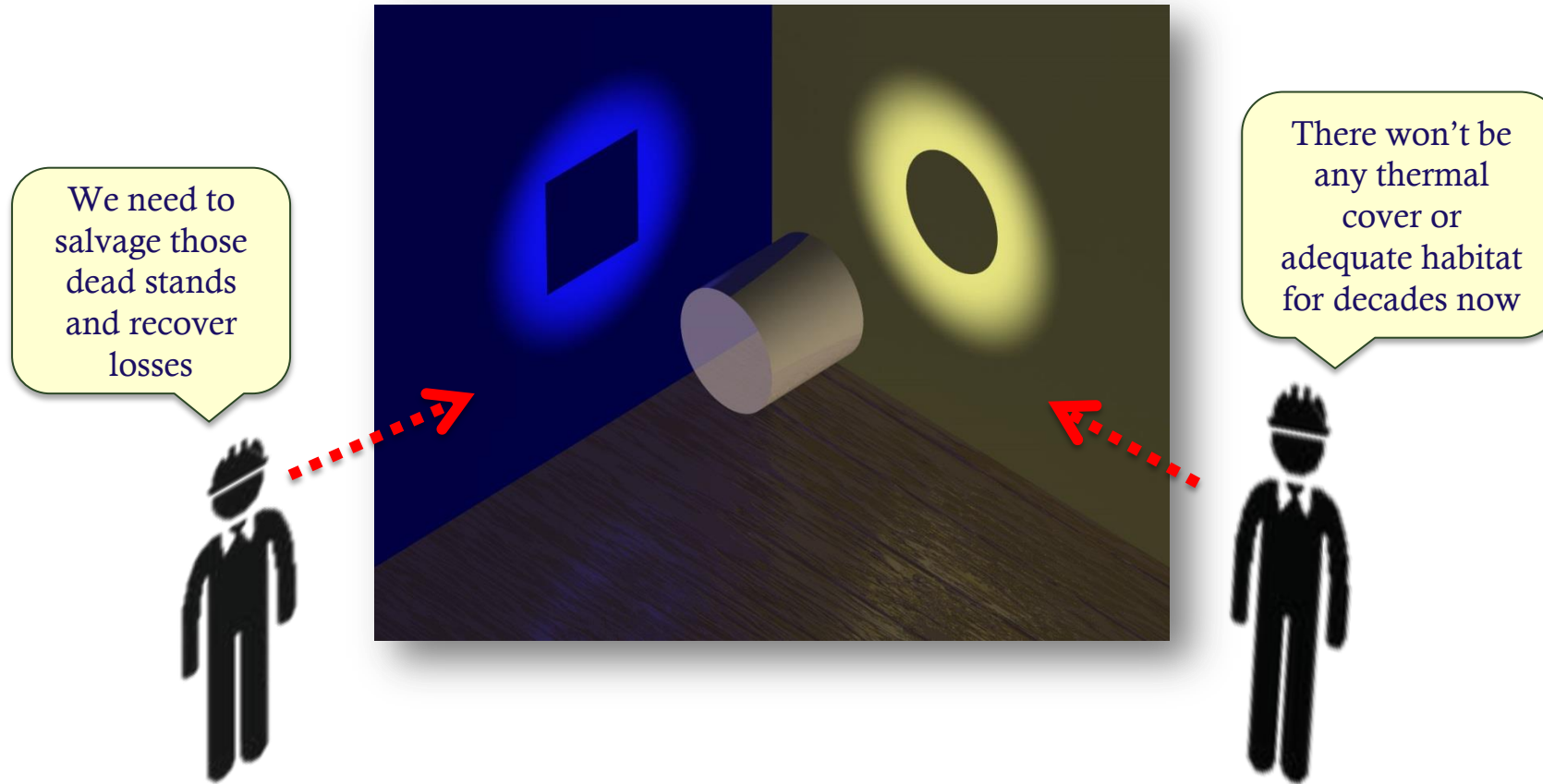
We all have them



Taking a Closer Look at Stakeholders

- What does NIMBYism really tell us?
- It's crowded out there but demands are only likely to increase
- Resource scarcity will drive a higher demand for collaboration
- What are the opportunities to educate stakeholders?
- What are the opportunities to educate ourselves?

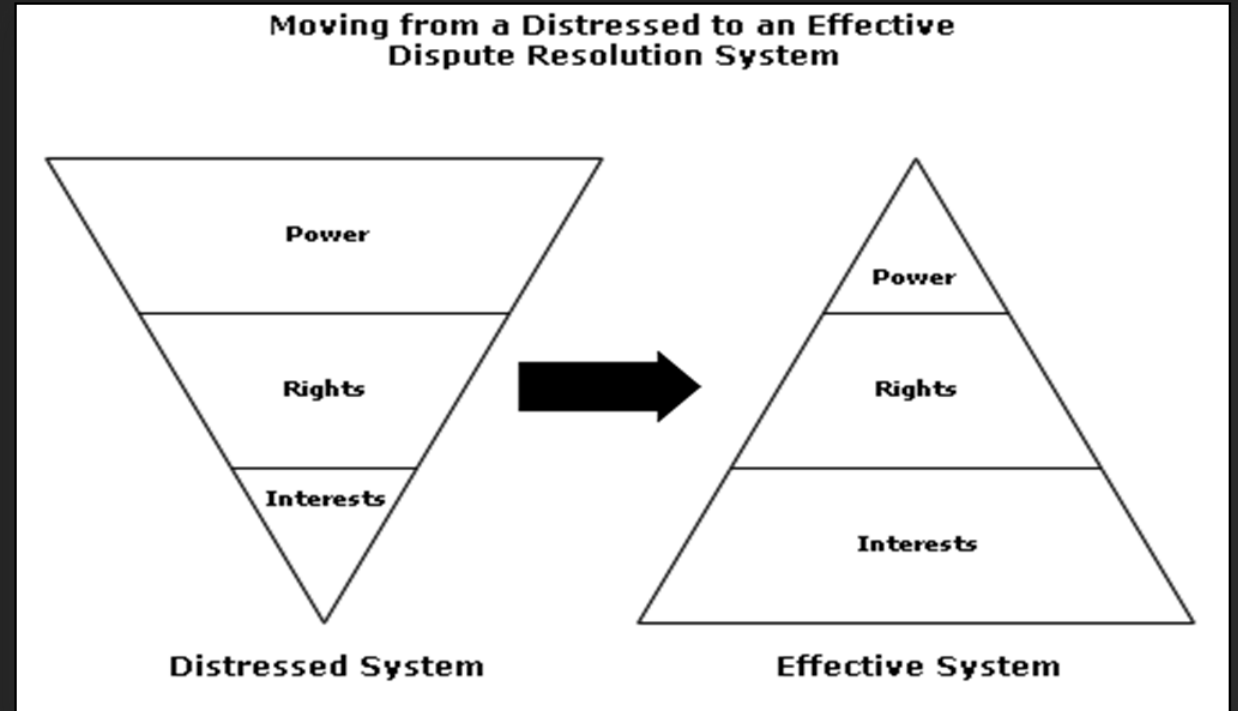
Truth is a Matter of Perspective



Who has the Power?

Hint: It's often us

- Power plays a tremendous role in forestry
- Our decisions impact those who don't have the control we do
- How we balance the use of power is correlated to how we are trusted
- The success of results based legislation depends on this
- The transparency of our decisions impacts relationships with stakeholders



Avoid The Hot Water

People do make professional complaints

- Accountability is acknowledgement and assumption of obligations under professional legislation and accompanying bylaws, including the potential for investigations and discipline to be imposed by the profession
- The public is watching how we navigate decisions
- Your comfort level may be very different than someone else's for the same outcome



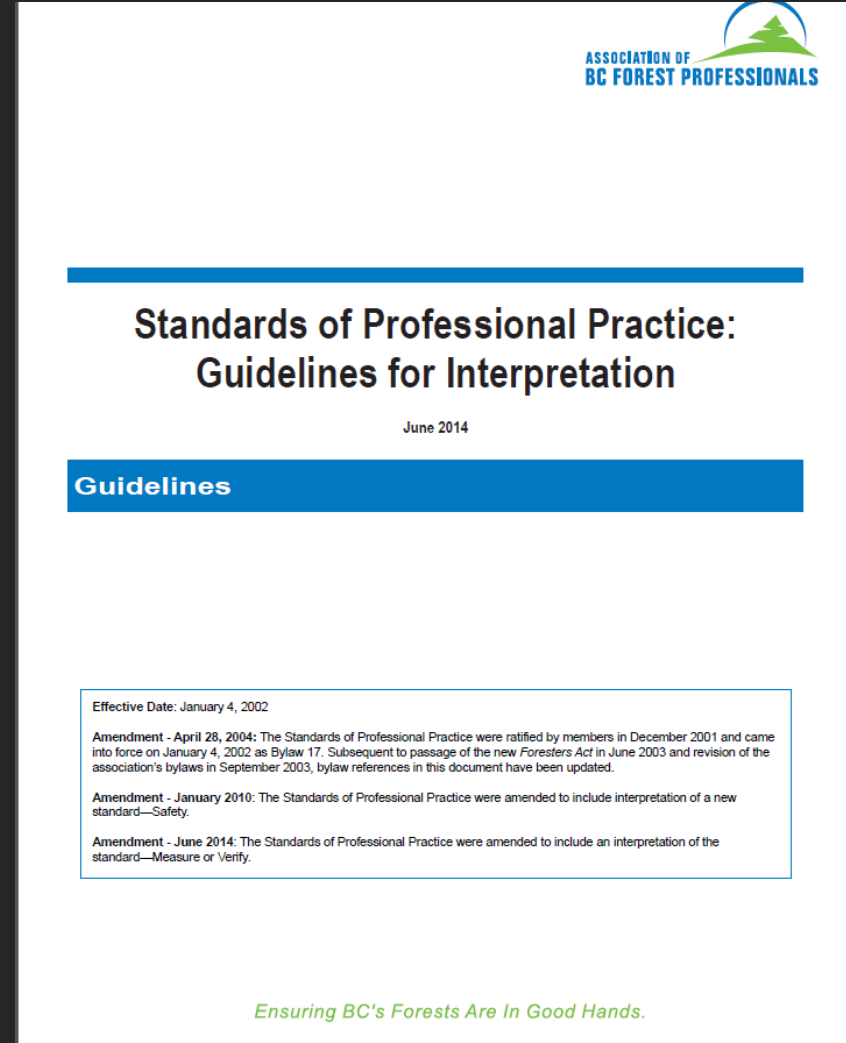
What does the profession have to say?

Standards of Professional Practice

1. Competence
2. Independence
3. Integrity
4. Accountability

Bylaw 12.2.3 Professional Care Standard

Competent members exercise appropriate judgment and discretion with due care



Responsibility to the Public

Bylaws

11.3.2 To uphold professional principles above the demands of employment.

- 11.3.3 To have regard for existing legislation, regulation, policy and common law; and to seek to balance the health and sustainability of forests, forest lands, forest resources, and forest ecosystems with the needs of those who derive benefits from, rely on, have ownership of, have rights to, and interact with them.

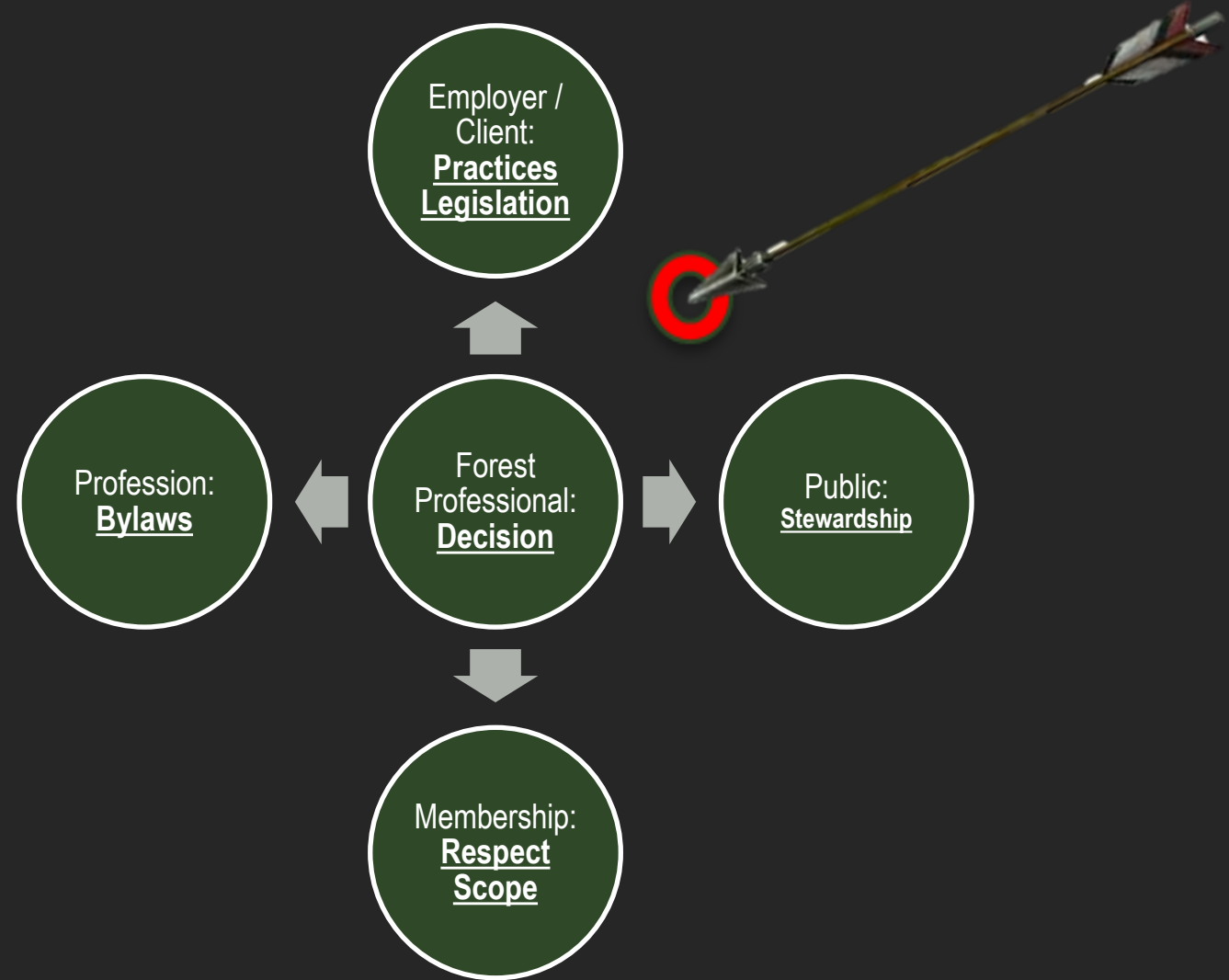
Where Does Responsibility Fall for Outcomes?

ABCFP Bylaw 11

Four groups we hold responsibilities to:

1. Public
2. Profession
3. Client / Employer
4. Other members

But outcomes are almost always tied to more than one of these



Where does Stewardship Fit?

Bylaws and Principles of Stewardship

- Bylaw 11.3.1 To advocate and practice good stewardship of forest land based on sound ecological principles to sustain its ability to provide those values that have been assigned by society.
- Social Foundation: Stewardship requires management strategies that create benefits consistent with the values and interests of society.
- Temporal Options: Stewardship ensures that current management strategies are intended to create benefits for both the present and future generations.
- Spatial Strategies: Stewardship ensures that an appropriate range of spatial scales are used to monitor, assess and plan forest management activities.
- Adaptive Practice: Stewardship requires strategies to minimize and mitigate risk and uncertainty in forest management.

What is the Role of the Forest Professional?

- Prescribe AND we sometimes enact
- Work between forest practices legislation and professional legislation
- We are relied upon for our experience
- Take ownership for our part in the challenges
- Understand where ownership sits for outcomes
- Thinking broadly
- Long term perspective



Let's discuss Resilience

Strong neighbor relationships are good for your business

- Relationships are an investment
- Look at systems to support these relationships
- View referral and engagement as a value rather than a cost
- Actively seek feedback
- Adjust and adapt to past learnings
- Communicate values upward
- Reputation means everything locally



Key skills for engagement

Active Listening

- Is the message being sent, the message that is received?
- What is the core issue? If not addressed, the same ground will be covered repeatedly
- What messages do you hear behind the explicit ones?
- Use open questions
- Challenge behavior or beliefs but not motivation
- Discrepancies between what a person says and does
- Lead by following
- Summarize everything that was said

“The privilege of professionalism contains special responsibilities for the forestry professional. Those responsibilities are predicated on society’s experience that there is a need for professional service instead of a demand for it” (ABCFP, 2002)

Questions?

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