



Forest Service News — No. 5

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For employees

'Freedom to Manage'

Senior staff, who attended the recent strategic planning conference, say they are ready to adopt the idea of 'Quality Culture'. They reached this conclusion after hearing from enthusiastic delegates who toured U.S. Forest Service offices in June to observe the enormously successful 'Pilot' — that cuts red tape and empowers people to do the best job they can.

"Freedom goes hand in hand with responsibility and accountability," said Deputy Minister **Bob Plecas**. "But it can be a natural progression — rather than just tightening and loosening the strings."

"It's an overall corporate culture change," said **Bob Clark**, Vanderhoof district manager, who led the Forest Service delegation. "It's a change in every manager, supervisor and employee — it means people feeling as free as they can to do their job."

"I'm already a convert. I made a presentation to my staff and told them that if they want to do this I will lead the charge. It's important for everyone to make themselves apprised of this."

As Clark says, nobody gets up in the morning and says, "I'm going to do a bad job today."

When an organization is first formed, motivation and freedom to perform is high. As an organization grows, the driving spirit wanes; and instead of responding to change — procedure and control take priority.

"We are smaller and have way less bureaucracy," said **Brian**

Brown, field operations supervisor, Penticton, who was part of the team that toured the U.S.

Before going to the U.S., Brown was skeptical that such a philosophy could work — especially in government. But he says it was the experience of a lifetime and now strongly believes it can have a tremendous freeing effect — for people in any organization.

"We sometimes create our own rules," Brown said. "We work in a security blanket of rules. But it can be more fun the other way."

"Because we have so many talented people, I feel we could easily surpass what has been done in the U.S. — given the right leadership and support. The untapped resources in our clerical and technical ranks have yet to be unleashed."

But we have to expect that there will be some people who won't buy in to it, Brown says.

John Hall, Chilliwack district manager, believes that district staff will really take to the philosophy.

"I've always felt that if it wasn't for the constraints placed on us, we could do things more effectively," he said.

"In the U.S., their organization got to be all about the bean counters and they forgot about the programs. We will get that way unless we do this," he said.

Who will take the lead?

To make the 'Pilot' philosophy work — you have to live it, according to **Butch Morita**, one of three U.S.

Inside

In this issue are some highlights of the Strategic Planning Conference, held in Vancouver September 11 - 13, including:

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- Communication — inside and out 2
- The changing human map of B.C. 3
- Employment equity 3
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"We plan to schedule other sessions for December, the spring, and June 1992," said Deputy Minister **Bob Plecas**. "By that time we should have a map of exactly where we are going."

representatives who spoke at the conference.

"You can choose to sit in the balcony and watch — or you can get out on the dance floor and dance."

So if you are already starting to hear the music, here are a few more notes:

- authoritarian management styles are discouraged;
- use what you have — not what you wish you had;
- the foundation of integrated resource management is integrated people management;
- you *can* do that; and,
- it's okay to move beyond the safety zone. Just don't break the law; jeopardize the Forest Service's integrity; or, your own.

Communications

At the conference, **Laura Stringer**, director, public affairs branch, gave an overview of the Forest Service's communications strategy.

"The fundamental theme in our strategy is that one-on-one contact should be promoted," Stringer said.

A communications steering committee was formed to plan and implement the strategy. They targeted three main audiences to be reached one-on-one:

- people in urban neighborhoods;
- Forest Service staff; and,
- people in rural communities.

Urban neighborhoods

"Through this program we must aggressively market the Forest Service to people who have the most influence, yet have the least information on forest management," Stringer said.

To do this, a one-year pilot project store-front information centre, (similar to the successful Merritt operation) is proposed by the communications steering committee.

"In addition to the pilot project, we should use regional information officers to continue the one-on-one theme," Stringer said.

Internal communications

"Internal communications are a critical link in any organization's success," said **Terry Walker**, whose talk focused on this aspect.

"Staff are the one-on-one link between the Forest Service and the audiences we want to reach," he said. "Staff must understand the issues as well as the organization's position and rationale for that position."

With almost 4,000 employees, in every corner of the province, it's an enormous challenge to keep everyone informed. But several initiatives are already underway to help improve internal communications, including:

- visits from the deputy minister

to offices throughout the province;

- this newsletter;
- the employee communications committee, coordinating apparel and signage programs;
- staff briefing sessions to explain major announcements; and,
- an electronic bulletin board established by the deputy minister.

Other possibilities for improving internal communications include:

- lunch-time lectures, videos and information sessions;
- regional and district news bulletins on items of interest (which could be summarized in this newsletter);
- staff field trips; and,
- senior management teleconferencing or video briefings on important announcements for simulcast around the province.

Funding and staff commitment are needed to ensure that everyone is briefed on important issues, announcements and decisions; and that they are given the opportunity to offer their input to management on issues and public concerns that need to be addressed.

"The commitment must be made to budget resources and give staff time away from their regular duties — to develop, communicate and receive information," Walker said.

"A minimum of five per cent of all staff time should be directed at internal communications and implementing a successful program," he said.

Input from his staff toward developing the communications strategy has been requested.

Community liaison

To reach the rural audience, the communications steering committee recommended the introduction of community liaison officers at the district level.

Tim Sheldan, Merritt district manager, said that the liaison officer could coordinate:

- media training for staff;
- media relations;
- communication planning;
- organization of staff to serve as spokespersons on specific issues;
- forestry tours;
- participation in community events;
- briefings for community leaders on topical issues; and,
- a high media profile for the Forest Service.

Getting in touch

If you want more information about the conference, talk to your district, regional or branch manager who attended. They've got it all.

Roles and responsibilities review

In this review, the Forest Service's key functions are being looked at to determine what is being produced, and where.

Consultant **Laurie Geddes** is assisting us with phase one as we catalogue what is happening now.

"We've chosen the inventory program as the guinea pig to get the review up and running," said **Bob Friesen**, director, strategic planning branch. "But our intention is to systematically review each program."

Initially, Geddes and a working

group will develop a model of the key functions and the current pattern of delegation, which will be tested in the field.

"We don't want staff to feel they need to recite all the activities they do to produce their output — just the key ones," Friesen said.

It's too early to tell how any subsequent phases might be structured or implemented.

However, the information gathered during phase one will be valuable all by itself.

British Columbia's changing face

Why was a presentation given by **Ian McKinnon**, assistant deputy minister, Ministry of Finance and Corporate Relations, so well received?

Because he focused on the three major trends that will affect public policy and the economy over the next 10 to 15 years:

- aging babyboomers;
- immigration from Pacific Rim and central/South American countries; and,
- womens' changing role in the economy.

Age

McKinnon said there have never been so many people in the workforce. But baby boomers, that large, influential group born between 1946 and 1964, have almost moved through their workforce cycle. When they do, there will be only half as many young people from the 'baby bust' generation to fill their shoes.

Organizations will have to compete in the future for young skilled workers, who will demand higher wages. They will also have to learn to manage a large number of older workers.

The scarcity of young people could also have an impact on the forest industry. By the year 2015 it is predicted that there will be no new, net housing starts.

"We must plan for the impacts of an aging workforce and fewer younger people," McKinnon said.

Ethnicity

The ethnicity of the workforce is also changing.

In B.C., visible minorities (not including aboriginal peoples) make up 10 per cent of the population. And there are more well-trained people coming from Asia, the Pacific Rim and central/south America.

The low employment levels

among the aboriginal people (31 per cent) must also be addressed by government.

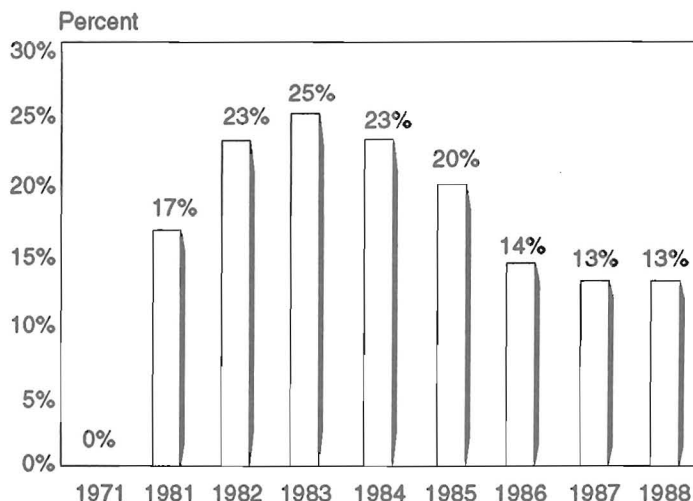
"Unless this cycle can be broken, unemployment will be increasingly endemic," McKinnon said.

of women 20-24 years old are not married);

- having children later; and,
- becoming educated.

Source: B.C. Stats

Women graduates in forestry
Degree granted to women as % of total
British Columbia, 1971 & 1981-1988



Gender

McKinnon pointed out that Forest Service staff attending the conference were not representative of the fact that 45 per cent of the B.C. workforce is female.

And he was right. Out of 341 managers, 54 are female. In other words only 15.8 per cent of managers are female in the Forest Service. Most of them are at levels one to three, six at levels four to six, and none above.

And there are still huge wage gaps.

A public policy issue will be to address these gaps, and potential discrimination in higher-wage jobs where there are few females, McKinnon said.

The decline in female graduates at the University of British Columbia's Faculty of Forestry (18.6 per cent in 1990/91) is also a concern, because there is an even greater disparity among professional staff in the Forest Service (553 men/51 women).

But McKinnon also described how women are choosing to lead their lives differently now, by:

- not marrying young (60 per cent

What are we doing about it?

Conference goers were given an information package introducing them to the Forest Service's Employment Equity Program, which will help us capitalize on the changing workforce — as well as learn how to value it.

Two staff positions were established: employment equity officer and research officer, as well as a 12-member steering committee that is developing a comprehensive strategy tailored to the Forest Service in harmony with provincial employment equity objectives.

Women's Programs, under the employment equity umbrella, have three main objectives for the 1991/92 action plan:

- increase understanding of gender equity issues;
- strengthen the program;
- create training and development opportunities.

For more information, contact **Charlene Levis** at 387-8764.

Strategic priorities

The strategic priorities of each of the four divisions were outlined at the beginning of the conference.

Operations division's six regional managers identified a number of issues and grouped them into three broad categories:

- resource issues;
- business practice issues; and,
- organizational issues.

"Plowing further resources and energy into only one of these three broad areas, while ignoring one or both of the others, will not improve the public's trust in our sincerity and ability to manage," said **Wes Cheston**, assistant deputy minister, operations.

Five main resource issues are:

- allowable annual cut;
- industry rationalization;
- tenure system;
- land-use strategy; and,
- resource protection.

Business practice issues include:

- standards;
- risk management;
- accountability to the public; and,
- forest management practices.

Organizational issues included:

- developing quality culture; and,
- staff rationalization.

The **forestry division's** strategic priorities, based on trends and their probable implications, were explained by Chief Forester **John Cuthbert**. The trends include:

- an increasing public concern for the environment;
- increasing influence of global forces, both economic and environmental;
- a changing timber supply;
- declining public trust; and,
- all demands for resource use are exceeding supply.

Given these trends, the strategic priorities of forestry division are:

- develop a new long-term strategy for the forests of B.C. and implement this strategy via a revised policy framework;
- develop and implement a broader, multi-sectoral approach to forest management;

- develop and implement a short- and long-term timber supply strategy which considers the demands for other resource uses and which deals with the transition from old-growth harvesting to second-growth management;
- acquire the information, knowledge and skilled staff required to implement the 'new' strategy and resource management techniques;
- develop and implement new mechanisms for increased public participation and resource management decision-making.

Kathy Mayoh, assistant deputy minister, management services, said the rate of change in the ministry over the past five years is unprecedented and may even increase over the next five years.

"To help the ministry respond successfully, we will have to look for flexible and innovative ways to provide high-quality services" she said.

Management services' strategic priorities and agenda for 1990/91:

- increased competition for fixed funding resources within government is expected — place more emphasis on measurable outputs in the 1992/93 budget development and monitoring processes;
- the forest industry is facing increased competition and will be looking for ways to streamline operations. 'Electronic Data Interchange' gives us the potential to significantly improve communication with the forest industry and reduce administration;
- local offices will continue to get the information systems needed to meet client expectations;
- in concert with operations division and valuation branch, we are upgrading our systems and major revenue-related business practices under the Revenue Management Project; and,
- the internal audit program has been significantly increased.

In presenting the strategic priorities of the **forest resources policy division**, **Lorne Sivertson**, assistant deputy minister, outlined the changing values and economic factors in the Forest Service business environment.

There are **changing values** in the areas of ecology, property rights, internationalism and justice.

Economic factors include:

- freer markets;
- increased regulation;
- over-capacity;
- increasing market barriers;
- increasing product substitution;
- declining supplies of quality timber; and,
- more competitors in the international marketplace.

Results of these changing values and economic factors include:

- timber withdrawals;
- lost employment;
- lost investment;
- lower revenues;
- severe problems in forest-dependent communities; and,
- extreme pressure on the Forest Service.

The strategic priorities of the forest resources policy division include:

- **maintain market access** — through research and development, information and trade development;
- **tariffs/stumpage** — prepare for a battle and develop better stumpage systems;
- **value added** — status report, identify opportunities, research and development, encourage export of our forest know-how;
- **community stability** — assess timber supply, identify over-capacity, develop policy options;
- **tenure** — compile reviews, tenure paper responses, community stability considerations, policy recommendations;
- **native participation** — determine fiduciary responsibility, interim measures, prepare for negotiations, native participation in sector;
- **changing demands on land base** — government-wide strategy development, develop in-house independent models; and,
- **planning** — corporate plan, 10-year range and forest analysis, program design and review.