



Program Review Meeting Report

May 2007

ENAR ESDE Inc.

Acknowledgements

The following report is a logistical summary of the Forests For Tomorrow May 8th, 2007, Program Review Meeting (Dunsmuir Lodge, Victoria, BC).

Accompanying this document, is findings report under separate cover.

ENAR ESDE INC. was contracted by John McClarnon of the Ministry of Forests and Range to help facilitate this meeting. We wish to thank John, and all the Ministry staff, and guests for their participation and contribution in scoping out the issues/challenges facing the Forests For Tomorrow Program.

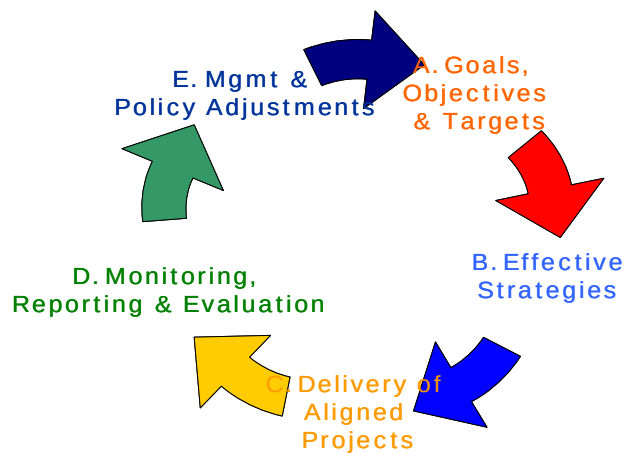
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1. INTRODUCTION

In May 2007 a Forests for Tomorrow program management review was conducted in order to support program evaluation and policy adjustments. This review sought to involve staff and partners in the process of conducting Stage E – Management and Policy Adjustments – in the program’s continuous improvement framework (See Figure 1)¹.

Figure 1:
Program Management Stages



Identifying issues and developing solutions has been critical to early FFT success. The FFT team of staff, managers, administrator, recipients and contractors have so far encountered these challenges:

- The start up a major reforestation program from ground zero involving reforestation of difficult ground (major wildfires, MPB damaged areas);
- Defining roles and responsibilities for a MOFR planned program with a third party administrator, recipient agreements and MOFR headquarters, region and districts;
- Worker safety within extensive areas of wildfire or MPB-killed trees;
- Involving First Nations in planning and the on-the-ground silviculture treatments through consultation, partnerships, and contracts;

1 See the Forests for Tomorrow (FFT) Program Management Plan Sections 11 and 13.9.

- Budget fluctuations in the initial years, that was estimated to reach a steady state of \$53 M by 2008/2009 (2004/05 – 2008/09 budgets of \$12 M, \$21M, \$15M, \$22M, and \$53M respectively) ;
- Managing access to treatment units;

Reforestation has mainly been undertaken in wildfire areas, and the FFT Program Plan directs that there should be a shift to MPB-killed stands in “large project areas” with an outcome of a measurable impact on the timber supply. Emerging challenges to shift into the vast area of MPB-killed trees includes:

- Development of the business case to substantiate the program size and focus.
- A better understanding on how the First Nation's involvement will be handled.
- Progress on the delivery model issue, i.e. How much MoFR involvement will we be encouraging?
- The niche or “footprint” for reforestation within MPB-impacted management units; and,
- Timber tenure options to enable utilization of merchantable material and to offset costs.

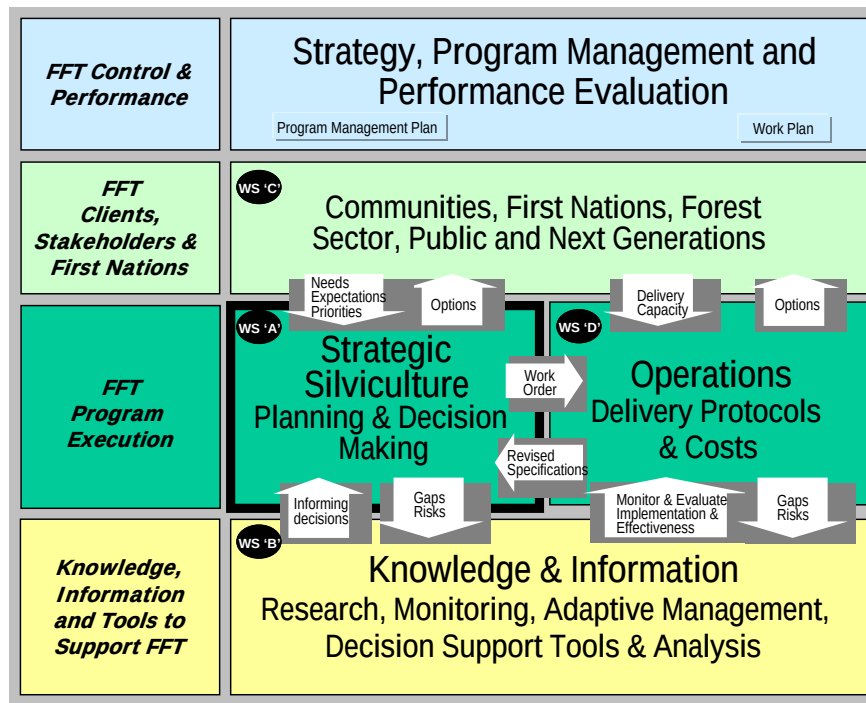
Program Management Review Process

The program's Management and Policy Adjustment process consists of these steps:

1. Identify program areas of vulnerability. There were 7 “umbrella issues” identified, as shown in Table 1 “Issues/Questions discussed in Workshops“. These issues are themed according to the program functional components as shown in Figure 2.
2. Involve staff and partners in scoping these “umbrella” issues, by identifying sub-issues, ranking the sub – issues (for urgency and importance) and exchanging ideas for resolution as appropriate and as time allowed (i.e. options, actions, accountabilities, next steps).
3. Develop the focus/align the collective team on the highest and most important issues to the FFT long-term success, with timelines and action plans.
4. Keep groups & teams working on related and important sub-issues to the priority issues for program success.

Figure 2:

The Forests for Tomorrow *System* :
Functional Components for FFT Planning



To support the involvement of staff and their partners in the process, a workshop was held on May 8, 2007 at Dunsmiuir Lodge, Victoria B.C. The purpose and objectives of this workshop were:

1. To involve team members in a management review and action plan for the FFT Program.
2. To overview program successes since start-up and discuss current challenges.
3. To collectively confirm and broadly scope a list of key issues, including emerging issues and relative priority to address them.
4. For Key issues identified in advance of the workshop, in small facilitated groups, work on questions from their various “starting points”
5. To create collective understanding of issues worked on and consolidate gains by confirming next steps.

2. KEY QUESTIONS

A list of Key Questions for workshop break-out sessions are shown in Table 1:

Table 1 Program Review Topics/Questions Discussed in Workshops

Topic No.	Program Review Topics/Workshop Questions	
1	FFT Strategic Alignment (External to program)	<i>Is there an opportunity to redefine FFT and other existing related programs under a common theme rather than the current management of several independent programs each under its own banner?</i>
2	FFT vision, leadership and teamwork.	<i>What are the key pieces and actions needed and by whom in order to provide more effective vision, leadership and teamwork for FFT?</i>
3.	FFT Communications	<i>What are the FFT key messages, who do we need to communicate with and how do we do that?</i>
4.	Evaluation and Informational Needs	<i>What evaluations do we do to measure successes and challenges or issues to be further addressed?</i> <i>What are the informational needs of the programs partners/participants?</i>
5	FFT Strategic Plan content and process	<i>What topics should be included in the FFT strategic plan, who should be involved in its development and how should they be involved?</i>
6	Operational alignment	<i>What are the FFT operational alignments needed - within and between MOFR levels/branches/programs AND with other agency players on-the-ground - how do we do this?</i>
7.	Ramping up the FFT program to \$53 M	<i>What are the major issues that we need to resolve in order to justify and to ramp up the program to the projected \$53 M starting next fiscal?</i> <i>How do we ramp up to an \$8M participation level of First Nations in 2007/08?</i>

3. MEETING AGENDA

Agenda, May 8 th				
Time	Topic	Why	Reference Materials	Who
8:30	Open Meeting Welcome <ul style="list-style-type: none"> Review the Agenda Workshop purpose 	Opening Remarks		John McClarnon Facilitators
8:40	FFT Program – Mgmt Perspective	Guidance to meeting		Brian Storey
8:45	FFT Program Status	Overview FFT Program Success & Challenges	PPT presentation	John McClarnon
9:10	Confirm and Broadly Scope Issues Missing/Gaps	Feedback on known & Emerging Issues	List of Issues	Facilitators Then break-out groups
9:45	Refreshments (Lounge)			
10:10	Workshops - Set 1 Key questions/issues, actions		Flip charts and Template	Breakout Groups
11:30	Presentation of Workshop	<ul style="list-style-type: none"> Strategic Alignment Communications 		
12:00	Lunch (catered)			
1:00	Presentation of Workshops cont'd	<ul style="list-style-type: none"> Strategic Planning Ramping Up 		
1:30	Workshops - Set 2 Key questions/issues, actions			Breakout Groups
2:30-	Presentation	<ul style="list-style-type: none"> Operational Alignment Vision, leadership, teamwork 	Flipcharts Overheads	Group Presenters
3:00	Refreshments			
3:15-3:45	Presentation	<ul style="list-style-type: none"> Evaluation/ Information needs Ramping up 		
4:00	Review & confirm actions	Ensure Clarity & accountability		Facilitators
4:15	Closing Comments			Henry/Brian
Complete Evaluation and Adjourn				

4. ATTENDANCE LIST**Workshops**

1 – Strategic Alignment

5 – Strategic Plan

2 – Vision, Leadership, Teamwork
Alignment

6 – Silos, Operational

3 – Communications

7 – Ramping up

4 – Evaluation and Informational Needs

A= morning – Set1 **B** = afternoon – Set2

	Name	Title	Workshop						
			1	2	3	4	5	6	7
1	Barber, Brian	Deputy Director, Policy/ClimateChg TIB	A			B			
2	Bedford, Lorne	Manager, FPB	A					B	
3	Benskin, Henry	Deputy Chief Forester	(A)						B
4	Brand, Rick	Manager, LBIP		B			A		
5	Brown, Ian	Pricewaterhouse Coopers					A		B
6	Chan, Rocky	Regional Silv Specialist, SIFR				B	A		
7	Daintith, Nola	Regional Silv Specialist, SIFR			A	B			
8	Dow, Gordon	Regional Silv Specialist, NIFR		B					A
9	Fletcher, Nigel	FFT Specialist, FPB			A				B
10	Fraser, Bruce	Op Mgr, KLFD		B					A
11	Gagne, Janet	ENAR ESDE				B	A		
12	Gagne, Sheldon	ENAR ESDE							AB
13	Goode, Diane	Mgr, AAB	A						B
14	Hawkins, Graham Lead 4	MPB Inventory, FAIB	A			B			
15	Hoyles, Susan Lead 6	Regional FFT Officer, NIFR					A	B	
16	Janicker, Maria	Communications							
17	Knezevic, Ljiljana	Regional Silv Specialist, NIFR		B	A				
18	Madill, Mike Lead 7A	Regional Silviculture Specialist, SIFR		B					A
19	Manhard, Dana	Silviculture Specialist, SIFR			A				B
20	Martin, Wayne	RSM, NIFR						B	A

	Name	Title	Workshop						
			1	2	3	4	5	6	7
21	McAuley, Leslie	Seed Planning, Tree Improvement Br				B	A		
22	McClarnon, John Lead 2	Stand Establishment Officer, FPB		B					A
23	Newsome, Guy Lead 7B	Regional Silviculture Specialist, SIFR	A						B
24	Osbourne, Kelly Lead 5	FFT Specialist, FPB				B	A		
25	Peel, Kim	Forsite, Recipient – FFT Program				B			A
26	Peterson, Dan	Regional FFT Officer, SIFR	A					B	
27	Petryshen, Denis	Stewardship Supervis. Rocky Mtn. FD							
28	Powelson, Allan	Regeneration Specialist, FPB		B			A		
29	Randall, Al	Regional Silviculture Specialist, SIFR		B			A		
30	Rehsler, Paul	Canada-BC Program Officer, MoFR	A			B			
31	Ritchie, Chris	MPB Response Mgr, MoE, Prince George	A					B	
32	Smith, Alanya Lead 3	Evaluation, FPB			A	B			
33	Stevens, Carolyn	Stewardship, NIFR Burns Lake	A						B
34	Sutherland, Craig	RSM, SIFR	A					B	
35	Storey, Brian Lead 1	Business Mgr, MoFR	A						B
36	Thomae, Oliver	ArbourTechThomae, Recipient, FFTPrgrm						B	A
37	Weaver, Dave	Regional Silv Specialist, NIFR			A			B	
38	Winter, Ralph	Stand Mgmt Officer, FPB				B	A		

Workshops

1 – Strategic Alignment

2 – Vision, Leadership, Teamwork Alignment

3 – Communications

4 – Evaluation and Information Needs

5 – Strategic Plan

6 – Silos, Operational

7 – Ramping up

5. WORKSHOP INSTRUCTIONS

Workshop procedures and template were provided to each Lead.

Step1: Broadly Scope the Issue/Question

Leaders gave a brief introduction and background and current status, and the group was to scope the issue with these considerations:

- Timing - What is the urgency in solving this issue? Why?
- Impact - What is the consequence of solving/not solving this issue?
- Assumptions – What do we need to be aware of/check out?
- SWOT – may warrant a “Strength, Weakness, Opportunity and Threat” discussion
- End Point (Outcome) - How do we know when the issue has been resolved?
(describe in terms of the program/people etc?)

Step II: Confirm the sub-issues – topics & questions to address

- Break the “umbrella” issue/question down to sub-issues.
- Rank sub-issues for importance (H M L) based on urgency and impact

Step III: Work on priority sub-issues in more depth, as time allows

- What information/knowledge is available and what more is required?
- What steps should be taken to resolve the issue?
- Are there milestones along the way?
- What are different ways to resolve? Is there a clear solution
(recommendations?)
- Who is accountable?
- Who needs to be involved and what decisions are required (by whom)?
- Is there a logical lead? Sponsor? Team/Committee?

Step IV: Confirm Next Steps and Close

Confirm actions/next steps? Template – filled in as far as relevant to this particular workshop and prepare for presentation.

5.1 Workshop Break-out Agenda

WORKSHOP BREAK-OUT AGENDA		
Time 1.5 hrs	Topic	Who
5	Introductions & Organization -introductions -roles -ground rules	Lead
10	Part I Confirm & Scope the Issue/Question -Brief Background -Assumptions -End Point (what does resolution of this issue look like?)	Lead Team
15	Part II Confirm the sub-issues -What are the sub-issues to address -Urgency, Impact (why?) -Rank?	Lead/Recorder All
45	Part III Work on Selected Sub-Issues -Work on selected sub-issues -Options? (SWOT?) -Actions? -People (accountable, involved, Decisions?)	All
10	Part IV Confirm Next Steps -What are next steps (for whom?)	Lead/Recorder
	Close	

Ground Rules

- Respect
- No Discounting (includes Blackberries & Cell phones)
- One conversation at a time
- No Interrupting
- Encouragement (Help each other to succeed)
- ?

5.2 Workshop Template

Templates were provided to each Workshop Recorder to aid the Leads in following a format, and to record the issues, findings, and points raised in the workshop.

WORKSHOP TEMPLATE										
ISSUE/QUESTION	No.	1	2	3	4	5	6	7a	7b	
Notes re Scope of Key Issue /Question	Part I									
List sub-issues (questions) neutral frame (i.e. not positions)	Part II	Sub-Issues							Rank (Why?) (Importance/ Urgency) H M L	
	1									
	2									
	3 (etc.)									
Select Sub-Issues Approach may depend on # & type of issues -SWOT? -Options? -Information? -People? -Action Milestones?	Part III	Characterization of Sub-issues								
	No.									
Next Steps (note: this is at level of the Key issue)		Step or Milestones (who)								
	1.									
	2.									
	3. Etc.									
Other thoughts about issue?										

5.3 Workshop Placements

Workshop Placements			
Rm 261 (Entrance)	Rm: Executive Classrm	Rm: 257	Rm: 253
1. Strategic Alignment Brian Storey – Lead Lorne Bedford Craig Sutherland Diane Goode Graham Hawkins Guy Newsome Dan Peterson Paul Rehsler Chris Ritchie Brian Barber Carolyn Stevens	3. Communications Alanya Smith Nigel Fletcher Dave Weaver Nola Daintith Dana Manhard Maria Janicker	5. Strategic Plan (content and process) Kelly Osbourne Rick Brand Ian Brown Rocky Chan Susan Hoyles Ljiljana Knezevic Al Randall Ralph Winter Leslie McAuley Al Powelson Janet Gagne	7. Ramping up the FFT program to \$53 M Mike Madill John McClarnon Gord Dow Bruce Fraser Wayne Martin Oliver Thomae Kim Peel Sheldon Gagne Denis Petryshen
6. Operational Alignment (Silos) Susan Hoyles Dan Peterson Lorne Bedford Wayne Martin Oliver Thomae Chris Ritchie Craig Sutherland Dave Weaver Denis Petryshen	2. FFT vision, leadership and teamwork. John McClarnon Rick Brand Gord Dow Bruce Fraser Lilijana Knesevic Mike Madill Al Randall Al Powelson Janet Gagne Maria Janicker	4. Evaluation and Informational Needs Graham Hawkins Rocky Chan Kelly Osbourne Kim Peel Paul Rehsler Alanya Smith Ralph Winter Brian Barber Nola Daintith Leslie McAuley	7. Ramping up the FFT program to \$53 M Guy Newsome Henry Benskin Ian Brown Nigel Diane Goode Carolyn Stevens Brian Storey Sheldon Gagne
Rm: 261	Executive Classroom	Rm: 257	Rm: 253

6. MEETING EVALUATION RESULTS

Please note - not all participants answered all the questions

1. How the participants rated the meeting agenda For content and sequence of Topics	4.0
2. How the participants rated the meeting Materials rated for completeness	4.0
3. How the individual participants rated the workshops they participated in	
Workshop No. 1 – Strategic Alignment	4.0
Workshop No. 3 – Communication	4.3
Workshop No. 5 – Strategic Planning	4.4
Workshop No. 7(am) – Ramping up to \$53M	3.9
Workshop No. 6 – Operational Alignment	4.0
Workshop No. 2 – Vision, Leadership and Teamwork	3.0
Workshop No. 4 – Evaluation and Info Needs	4.1
Workshop No. 7(pm) – Ramping up to \$53M	3.0
4. How the participants rated the overall workshop facilitation	3.8
5. How the participants rated the facilities and meeting logistics	
The meeting Facilities	4.6
The length of breaks	4.0
The meeting location	4.3

6. The Overall rating of the Workshop

4.0

Comment on or suggestions for improvement of the Workshop

- Required more time to cover the allotted topics.
- Good Workshop overall, picked up some good information.
- Great team work idea sharing, good group work on strategic planning.
- Took longer then expected, needed to monitor time better.
- The executive class room was nicely structured to make for a good meeting environment.
- Thanks to Nigel for he great gifts and the food was excellent!
- Need to follow-up to address progress to date, relative to workshop presentations/messages brought forward.
- Excellent session lets do the follow-up!
- Timely meeting, good cross section of participants.
- Felt that many of the key issues were covered, and the key moving forward will be to define action plans, names and timelines.
- Good cross section of expertise contributed to very positive, progressive suggestion and strategies. Well done!
- Nice to have Henry and Brian there to keep us on strategy and to get the goods first hand.
- Tough to stay on agenda – maybe one person monitoring and keeping it going forward.
- Extension to two days would have allowed a fuller discussion of issues.
- This was an important exercise. It involved the various groups with different perspectives. We should do this on a regular basis.

6.4 Meeting Evaluation Form

Forests for Tomorrow Program Review Workshop Evaluation

Date: May 8, 2007

Location: Dunsmuir Lodge, Victoria, BC

Name of attendee (optional): _____

Rating scale:

1 - very unsatisfied

2 - unsatisfied

3 - neutral

4 - satisfied

5 - very satisfied

Meeting Agenda

How do you rate the agenda for content and sequence of topics?

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Suggestions for improvements:

Meeting Materials

How do you rate the completeness of the materials provided for the Workshop?

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Suggestions for improvement:

Workshops

How do you rate the morning and afternoon Workshops that you participated in?

Morning:

Workshop No. 1 – Strategic Alignment: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Workshop No. 3 -- Communications: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Workshop No. 5 – Strategic Planning: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Workshop No. 7 (am) – Ramping up to \$53M: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Afternoon:

Workshop No. 6 – Operational Alignment: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Workshop No. 2 – Vision, Leadership & Teamwork: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Workshop No. 4 – Evaluation and Info needs: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Workshop No. 7 (pm) – Ramping up to \$53 M: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Suggestions for Improvement:

Facilitation

How do you rate the overall workshop facilitation?

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Rating scale:

- 1 - very unsatisfied
- 2 - unsatisfied
- 3 - neutral
- 4 - satisfied
- 5 - very satisfied

Suggestions for Improvement:

Facilities/meeting logistics

1. How would you rate the meeting facilities (Dunsmuir)? 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

2. How would you rate the length of breaks? 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

3. How would you rate the meeting location (Victoria)? 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Comments:

Overall

How would you rate the Workshop overall? 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Suggestions for improvements:

Please provide any additional comments or suggestions for improvement

END