

Roles & Responsibilities of the ADM Resource Stewardship Division/Chief Forester/Deputy Chief Forester(s)

13/04/08

V 6

Guiding Principles and Criteria

1. Transformational Change

The roles of the Assistant Deputy Minister (ADM) of the 'Stewardship Division' and the Chief Forester (CF) have historically been vested in the same individual. Currently, the ADM Resource Stewardship Division (ADMRSD) and the Chief Forester are two separate individuals in two separate divisions and there are also two Deputy Chief Foresters. The following table identifies key functions associated with these roles and assigns an Officer of Primary Responsibility (OPR.) For the most part, the OPR was assigned consistent with furthering the transformational change of the Ministry including the shift in focus to the Natural Resource Sector/One Land Manager approach rather than the historic more 'forest centric' approach.

2. Deputy Chief Forester Role

Generally, roles associated with silviculture and resource practices are assigned to the DCF who is currently also the Director of Resource Practices Branch, since these functions align with the functions of that branch. It is also recognized that there are advantages in the organizational alignment of these CF functions with Resource Stewardship Division.

The DCFs and CF will work with FAIB staff to develop the assignment of determination responsibilities based on a number of factors such as workload, specific issues, coast versus interior, specific sensitivities (e.g. MPB socio-economic impacts) and other factors deemed appropriate.

3. Advancing Empowerment

As part of the review of functions and roles currently assigned to the ADM level, it was determined that certain functions may be more appropriately vested in the branch director level.

4. Statutory Considerations.

The current statutory framework was reviewed to both identify which functions currently must be vested with the Chief Forester/Deputy Chief Foresters and also to

make recommendations for consideration of amending the legislation and/or delegation matrix where the historical basis may no longer make sense.

5. Link to Resource Stewardship vs. AAC Determinations

Generally, when a function is most closely aligned with the stewardship functions of the Ministry it belongs with the ADM RSD and when it is most closely aligned with determination of AAC then it belongs with the Chief Forester's Office.

6. Professional Practice

In considering the setting of guidance, objectives, policy and standards (collectively referred to as policy), it was the view of the team that the ADM or Branch Director is setting 'Ministry Policy' based on the staff advice of a full suite of resource management professionals and that setting policy in itself does not constitute 'professional practice.' In other words, it would not be necessary to deal with forest management policy differently than other resource management policy. This concept will be explored more fully with the professional association(s) and it is recognized that there may not be full concurrence and/or some ongoing sensitivity related to what constitutes professional practice.

7. Individual vs. Joint Officer of Primary Responsibility (OPR)

In principle, it is generally preferable to have a single position identified as responsible for a specific function. Reasons for this include advancing the transformational change more rapidly, streamlining administrative processes, and recognition that all of the ADMs would be involved in significant decisions through the ADM committee. The OPR identified in the table is the 'lead' or individual accountable for the function but it is expected that appropriate collaboration will occur. There are occasions where integrated decision making will be better supported through "joint responsibility" of the ADM RSD and CF.

8. Timeliness, Effectiveness and Efficiency

It is recognized that it is important for these recommendations to support the ministry's response to time sensitive and high priority issues such as mid-term timber supply and consider opportunities to improve effectiveness and efficiency of ministry operations.

Breakdown of roles and responsibilities between Chief Forester, Deputy Chief Foresters and ADM, Resource Stewardship

(See Appendix 1 for a listing of Acronyms and Definitions)

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
	STATUTORY ROLES				
1	AAC reduction - TFL fails to harvest according to partition - TFL exceeds soil disturbance - Other than TFL exceeds soil disturbance	CF CF CF	FA s. 69 (1) 70 (2) (a) 70 (2) (b)	FAIB	
2	CF may designate timber supply areas or tree farm licence areas as areas containing “targeted pine leading” stands	CF	FPPR s. 43.2	RPB	Decision is arms length from responsible branch
3	CF and other SDMs authorize staff to enter land to enforce Act	CF	FA s. 137	CEB	Consider whether CF needs this power for future Act amendment
4	CF or designate, approve IFPA timber supply analysis method	CF	FA s. 59.1 (7)	FAIB	Consider whether this should be amended to identify a different official(s) e.g. DFAIB
5	CF specify form and info required for woodlot licensee annual reports	DCFJ	WPPR s. 76	RPB	Consider whether this should be amended to identify a different official(s) e.g. DRPB

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
6	CF Standards for Seed Use	DCFJ	FRPA s. 169 (1) (a) (i –v) FPPR s. 43 (2) WPPR s.32	TIB	Establishing, amending standards governing seed use (e.g. transfer) and reviewing/approving submitted alternatives TIB exploring regulatory changes to permit delegation of CF's authorities
7	CF Standards for Forest & Range Resources	N/A	FRPA s. 169 (1) (vi), (b), (c), (d), (e)	Various	Not yet prescribed – address as and when required
8	CF pre-harvest mapping standards (woodlots)	DCFJ	WPPR s. 33	FTB	Consider whether this should be amended to identify a different official(s) e.g. DRPB
9	Dispose of Crown land in a Provincial Forest under Land Act	CF	FA s. 5(5)(b)	LB/ Various	Legislation Branch takes the initial lead. Consider whether this should be amended to identify a different official(s) e.g. AADM
10	CF or designate may enter into agreements respecting tree seed and gene resources	DTIB	FRPA s. 118 (2)(a)	TIB	Delegation has been on case by case basis but recommend delegation to director on ongoing basis with expectation that ADMs will be informed of significant cases Decision is arms length from the responsible branch
11	TFL &/or For. License surrender, compensation and annual rent determination, determine portion of AAC attributable to Crown land	CF	FA s. 16 (2) (c) (ii), 60.6, 60.91, 112	FAIB/ FTB	

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
12	Approve Multi-block Free Growing stocking standards	DCFJ	FPPR s. 16 (3) (d) FPPR s. 42	RPB/ FAIB	FYI, Canfor ,multi-block currently being addressed by DCF
13	Require TFL to provide plans studies and analyses to set AAC. Require TFL to provide inventories as part of management plan	DCF or CF	FA s. 9, 35.1	FAIB	Consistent with the official undertaking the determination
14	Sign timber mark certificates	CF	FA s. 91	FTB	Likely that this should be amended to identify a different official(s) e.g. AADM
15	TSA AAC Determinations, postponements, partitions, and reductions	CF or DCF	FA s. 8, 70, 75.01, 75.02, 173	FAIB	The CF and DCF will work with FAIB staff to determine which management units will be assigned to each official considering workload, specific issues, specific sensitivities and other factors deemed appropriate. Note s. 75.01 & 75.02 do not bestow any authority to the CF but are listed for reference because the CF is named
16	TFL AAC Determinations, postponements, partitions and reductions	DCF or CF	FA s. 8, 9, 69, 70, 75.01, 75.02, 173	FAIB	The CF and DCF will work with FAIB staff to determine which management units will be assigned to each official considering workload, specific issues, specific sensitivities and other factors deemed appropriate. Note s. 75.01 & 75.02 do not bestow any authority to the CF but are listed for reference because the CF is named

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
17	TFL Management Plan Approval	DCF or CF	FA s. 35.2 TFL Management Plan Regulation	FAIB	Consistent with the official undertaking the determination or as agreed to by the DCF and CF
	MINISTER AUTHORITY DELEGATED TO CHIEF FORESTER				
18	Cancellation of TFL or PA	CF	FA s. 77(1)	FTB	Consider whether this should be amended to identify a different official(s) e.g. AADM or ATCI
19	Appeals – determinations stayed	CF	FRPA s. 78(2)	CEB	Consider whether this should be amended to identify a different official(s) e.g. AADM
20	Orders to comply	CF	FRPA s. 90(1)	CEB	Consider whether this should be amended to identify a different official(s) e.g. AADM
21	Definition of forest cover inventory	CF	FPPR s. 1	FAIB	This should be amended to ARSD
22	Annual reports	DCFJ	FPPR s. 86(6)	RPB	NB: (should be same official for WPPR s 76) Consider whether this should be amended to identify a different official(s) e.g. DRPB
23	Specifying Resource Features	CF	GAR s. 5(1) (a,b,c,d,e) (4)	Various	Should be amended to ARSD
24	Order stayed until proceedings concluded	CF	WFA s. 362	CEB	Consider amending to identify a different official(s) e.g. AIRO

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
	SETTING INTERNAL POLICY/GUIDANCE				
25	Stewardship Vision and Framework	ARSD		Various	
26	Strategic direction of the RSD	ARSD		Various	
27	Strategic direction for RSD's fiscal and human resources	ARSD		Various	
28	Coordination and interactions between RSD & other FLNRO divisions and outside agencies	ARSD		Various	
29	Leadership for development of internal policy and guidance for sustainable resource management of public lands including forestry guidance	ARSD		Various	This policy and guidance is informed by resource professionals from all of the disciplines and represents ministry policy and guidance as opposed to professional practice
30	LBIS Delivery Framework	ARSD		RPB	
31	LBIS Strategy Update	ARSD		RPB	Led by RPB with CID involvement as appropriate
32	LBIS Strategy Approval	ARSD		RPB	Deputy approves, ARSD leads review with ADMs prior to approval by deputy
33	FFT Program Policy	DRPB		RPB	Program policy decision making at lower level in organization
34	Ministry Performance measures for Stewardship	ARSD		ALL	
35	Ministry Service Plan Objectives for Resource Stewardship	ARSD		ALL	

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
	EXECUTIVE LEADERSHIP &/OR SPONSORSHIP OF PROGRAMS, INITIATIVES, & AWARDS				
36	Advancing Professional Reliance: - Forestry Professionals? - Qualified persons	CF & ARSD N/A		TIB	Professional reliance is intended to apply to all resource professionals across the sector and is arguably primarily a stewardship issue but the CF will continue to have a role in providing leadership to Forest Professionals -Qualified Persons is a related but separate initiative sponsored by the Deputy – applies to all disciplines
37	Cumulative Effects Assessment Framework	ARSD		RMOB & RPB	Joint sponsorship with MOE
38	Key functions of the Water Management Branch (from RSD draft workplan 12/13)	ARSD		WMB	
39	Key functions of the Water Stewardship Branch (from RSD draft workplan 12/13)	ARSD		WSB	
40	Key functions of the Fish, Wildlife and Habitat Management Branch (from RSD draft workplan 12/13)	ARSD		FWHMB	
41	Key functions of the Resource Management Objectives Branch (from RSD draft workplan 12/13)	ARSD		RMOB	

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
42	Key functions of the Resource Practices Branch (from RSD draft workplan 12/13) (also see LBIS above)	ARSD		RPB	
43	Key functions of the Forest Analysis and Inventory branch	ARSD		FAIB	CF has strong influence role through statutory authorities
44	Key Functions of the Tree Improvement Branch	ARSD		TIB	CF has strong influence role through statutory authorities
45	Forest Health Program and Annual Update Workshop	ARSD		RPB	Annual update workshop is a one day meeting that has historically been delivered to CF as an update on current FH issues. (A) Forest Health is a program and function of RSD (B) Historical linkage to AAC role Regardless of OPR, both the CF and DCF would have strong interest in attending due to link to AAC determinations.
46	Climate Change Adaptation (FFEI/FFESC) and Carbon Management	ATCID		CIB	(A) Climate Change and Carbon are programs and functions of TCID. However, ARSD applies CC lens to stewardship policies consistent with the strategy lead by ATCI and provides leadership and advice to many projects under the strategy

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
47	Executive Sponsor of FREP and approval of the Forest and Range Evaluation Program Strategic Plan	ARSD		RPB	http://www.for.gov.bc.ca/ftp/hfp/external/publish/frep/library/FREP-Strategic-Plan-2011.pdf
48	Ministry Sponsor of Forest Genetics Council	CF & ARSD	FGC Website	TIB	Provides advice/recommendations on forest genetics policies, practices and LBIS funding priorities. (A) A RSD program and function (B) ARSD & CF would maintain historical linkage to both CF office and RSD. DCF would do the same while keeping the OPR to one individual.
49	FREP CF/ADM Award For Excellence in Resource Stewardship Monitoring	ARSD		RPB	Annual award – currently out for nominations for this year’s awarding. AADM of winning district is also engaged in the process where possible.
50	Hosting International Delegations	ARSD		TIB	Premiers Office often involved and depending on who the specific delegates are and the topic areas other executives may be involved and/or assigned OPR
51	Mid-Term Timber Supply Project & Public Engagement	EL, FSI		FAIB	EL, FIS is lead. ARSD CF AADMs, and JTST have significant roles

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
54	Chief Forester's Seedling Award	CF		TIB	BC Forest Nursery Association (FNABC) determines winner with CF as 'figure head' (preference of FNABC is status quo but could consider assigning the role to BCTS (Director or ADM) or ?)
55	Leading the Implementation of the NR Sector research and Science Delivery Strategy	EL, FSI		RSD	Most funding is held by RSD and this is a RSD function but ELFSI, now with TCI, is still Exec lead for research at least as a transition measure.
56	Research oversight committee (ROC)	EL, FSI		RSD	See above
57	Represent the Ministry at conferences and AGMs with respect to resource management/ Forest management	ARSD		Various	Supports the NR Sector approach better than attempting to split between forestry and other resource management. Does not preclude CF or others to substitute for ARSD if not available. If AAC determination were the primary focus CF would be most suitable.
58	State of Forests Report	ARSD		RPB	
59	Executive Leadership for National Forest Week	ARSD		TIB	Divisional lead assigned to Director TIB
60	Tree planting milestone ceremonies	ARSD		TIB	Usually a Minister of Premier event

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
62	NON-STATUTORY GUIDANCE				
63	Resource Management/Practices Guidance, memos, guidebooks, manuals, handbooks	BDs		All	<p>Examples include:</p> <ul style="list-style-type: none"> -Guidance on Landscape and Stand-level Structural Retention in Large-Scale Mountain Pine Beetle Salvage Operations December 2005 - Forest health tests within FSP stocking standards -Chief Forester's Letter on MPB and Hydrology - Chief Forester's Memo introducing the report on secondary structure - Chief Forester's Guidance on Coarse Woody Debris Management <p>Phases out the concept of CF Guidance in favour of Ministry Guidance</p> <p>Empowers BDs but includes an expectation that both ADMs would be aware of and support in principle (but not necessarily approve.)</p>
64	FREP Reports and extension notes (approximately 6 reports and 6 extension notes per year)	DRPB		RPB	http://www.for.gov.bc.ca/hfp/frep/publications/reports.htm

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
65	FRPA Bulletins	DRPB		RPB	More aligned with RSD and RPB role and consistent with recommendation for other forms of guidance. Further discussion required with FTB as they have been OPR for most of these bulletins historically.
66	FRPA section 108 bulletin	DRPB		RPB	District Managers approve section 108 funding.
67	Stocking Standards Guidance	DRPB		RPB	Empowers DRPB in area of core business
68	ADM Annual FREP Report	ARSD		RPB	An RSD function and one individual as OPR
	COMMITTEES				
69	RSD Leadership Team	ARSD		DO	
70	CCFM (committees) Climate Change Task Force Biosecurity Working Group Others	ATICD ARSD TBD		CIB RPB TBD	To be determined based on the principles applied to other functions
71	Critical Pest Management Committee	ARSD		RPB	Meets only if emergencies such as major pest outbreaks. Provincial and federal government

#	CATEGORY FUNCTION	OPR	REFERENCE	BRANCH OPR	COMMENTS
72	Forest Sector Climate Action Steering Committee	ATCID		CIB	Forestry focus plus OPR within the division
73	FORREX	ARSD		?	
74	FP Innovations PACs or Other Committees	ATCID		CIB	DM is on the Board & EL, FSI is on National Research Advisory Council (NRAC) plus have staff on various PACs (e.g. Barrie Phillips on Resource Assessment)
75	Joint Steering Committee (JSC)	ARSD		RPB	Not currently functioning but formal decision to disband has not been made
76	Minister's Public Advisory Council (PAC)	ARSD		RPB	Senior ministry representation is most important but a closer alignment with stewardship
77	NRS ADM Committee	ARSD or Both		CID	
78	Professional Reliance Steering Committee	CF		TIB	Steering Committee chaired by ABCFP executive director – given past history and emphasis on forestry at this time appropriate that CF continue to co-chair
79	Provincial Forestry Forum	Both CF & ARSD or Either		FTB	
80	Provincial Stewardship Leadership Team	ARSD		RPB	DRPB/DCF provides secretariat and leadership support to ARSD
81	ADM/RED Team (Joint Area Leadership Team)	NA		NA	Both participate as appropriate but are not members

Appendix 1

ACRONYMS and LEGEND	
(A)	Rationale for Option A
(B)	Rationale for Option B
AAC	Allowable Annual Cut
AADM	Area ADM
AIRO	ADM, Integrated Provincial Operations
ARSD	ADM, Resource Stewardship Division
ATCID	ADM, Tenures, Competitiveness and Innovation Division
BCTS	British Columbia Timber Sales
BD	Branch Director
CEB	Compliance and Enforcement Branch
CF	Chief Forester
CIB	Competitiveness & Innovation Branch
CID	Corporate Initiatives Division
DCF	Either Deputy Chief Forester
DCFD	Diane Nichols
DCFJ	Jim Sutherland
DCIB	Director, Competitiveness & Innovation Branch
DFAIB	Director, Forest Analysis and Inventory Branch
DM	Deputy Minister
DO	Director of Operations, RSD
DRPB/DCF	Director Resource Practices Branch
DTIB	Director, Tree Improvement Branch
EL, FSI	Executive Lead, Forest Sector Initiatives

ACRONYMS and LEGEND	
FA	Forest Act
FAIB	Forest Analysis and Inventory Branch
FPPR	Forest Planning and Practices Regulation
FRPA	Forest and Range Practices Act
FTB	Forest Tenures Branch
GAR	Government Actions Regulation
Green	Significant Change
LB	Legislation Branch
MOE	Ministry of Environment
NA	Not Applicable
PAC	Public Advisory Council
QP	Qualified Person
RFL	Replaceable Forest License
RMOB	Resource Management Objectives Branch
RPB	Resource Practices Branch
RSD	Resource Stewardship Division
SLC	Susanna Laaksonen-Craig, Executive Director
TFL	Tree Farm License
TIB	Tree Improvement Branch
WFA	Wildfire Act
WPPR	Woodlot Planning and Practices Regulation
Yellow	Outstanding Questions