



NSC 2016 Winter Conference:

Improving silviculture planning and practice from current standards to our future forests

February 16-17, 2016

Important Copyright Information

The following content is provided for educational purposes by the workshop presenter. This content may or may not have been peer reviewed. Information, opinions, and recommendations put forward are those of the presenter, and do not necessarily reflect those of the Northern Silviculture Committee, its members, or sponsors.

Copyright for the following material is primarily held by the presenter. This source should be fully acknowledged in any citation. For permission to reproduce or redistribute this material, in whole or in part, please contact the presenter.

The Role and Expectations of the Forest Professional in Silviculture Planning and Practices

Northern Silviculture Committee
2016 Winter Workshop
February 16, 2016

Casey Macaulay RPF

Outline

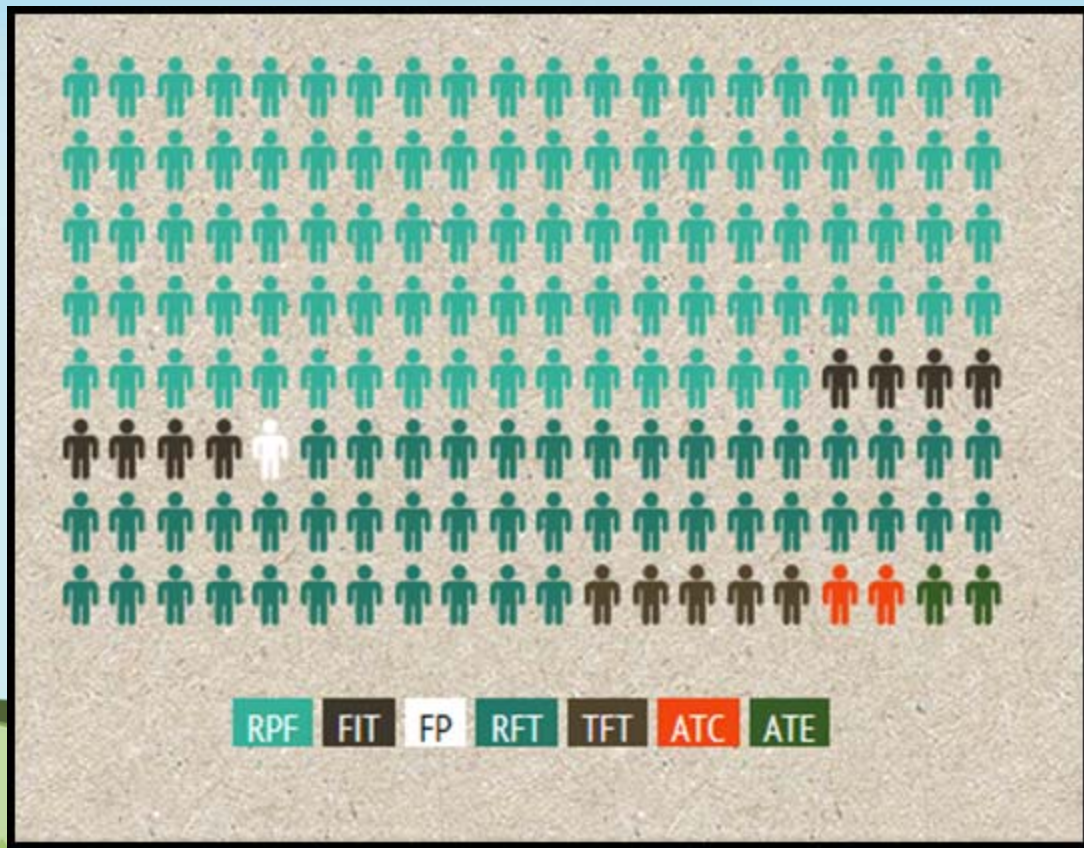
1. Who is a forest professional?
2. What's the problem anyway?
3. A complex environment
4. We manage risks
5. The land base is public
6. A growing list of expectations
7. We are accountable
8. Managing competently
9. Time to reflect
10. Improved conflict management

Who is a Forest Professional?

*“...for fees or other remuneration, **advising on, performing or directing works, services** or undertakings which, because of their **scope and implications** respecting forests, forest lands, forest resources and forest ecosystems, require the **specialized education, knowledge, training and experience** of a registered member..” (Foresters Act, 2003)*

ABCFP Membership (2015)

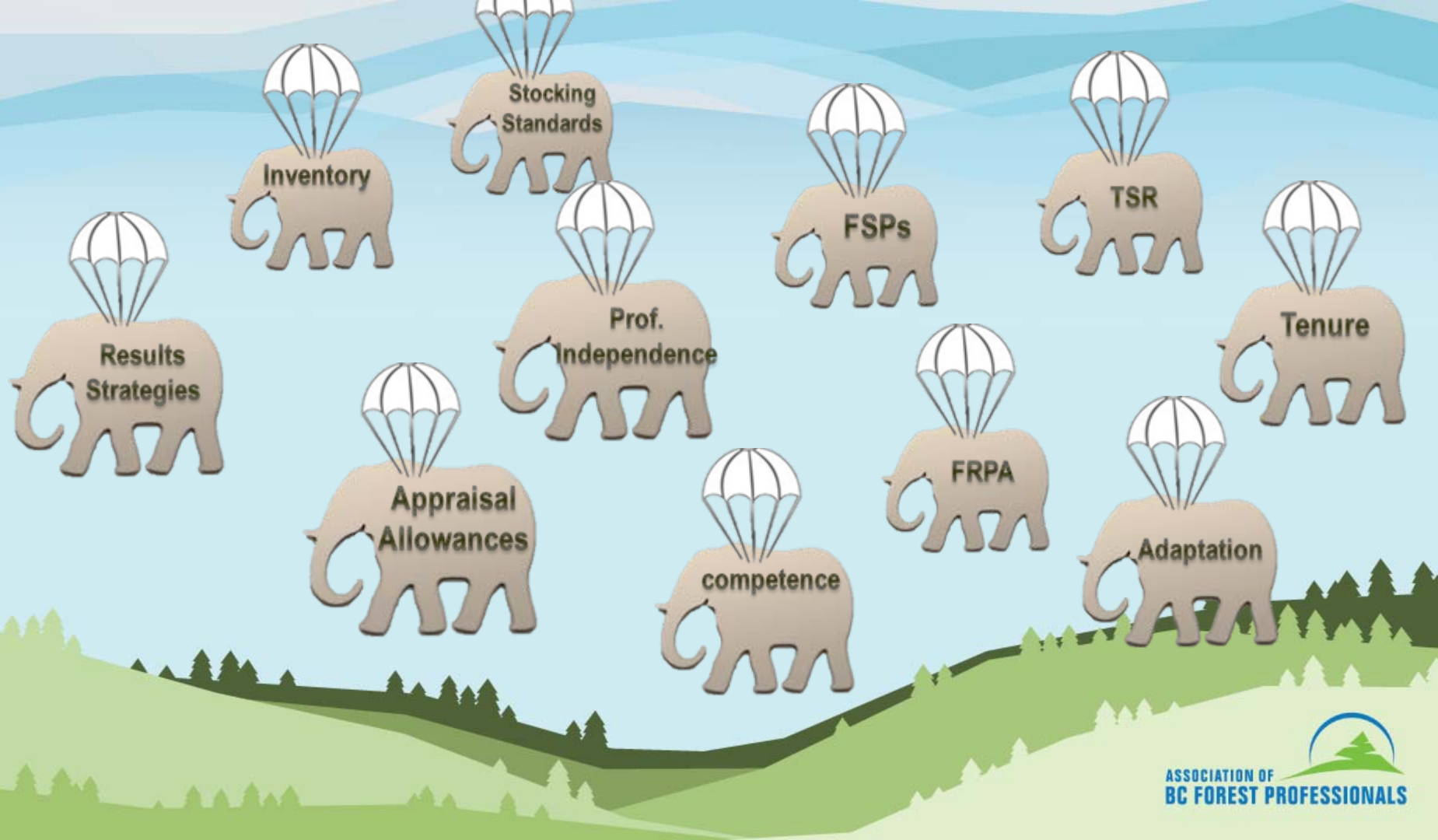
~ 4700
active
members

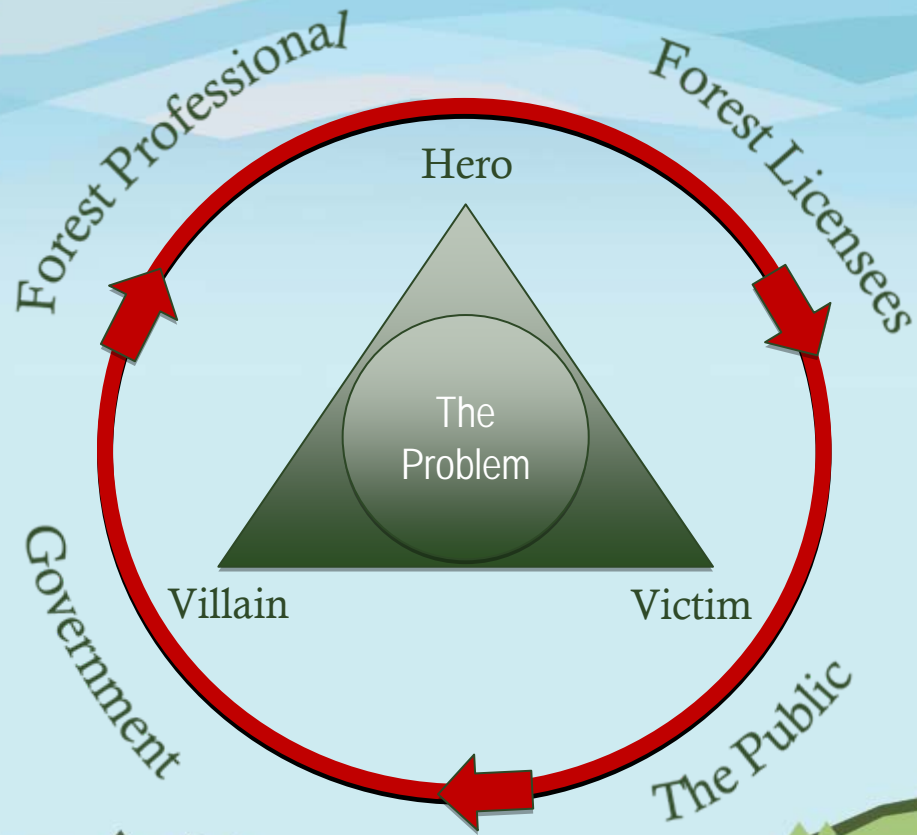


What's the Problem Anyway?

“The crisis of confidence in the professions, and perhaps also the decline in professional self-image, seems to be rooted in a growing skepticism about professional effectiveness” (Schon, 1983)

“If it is true that professional practice has at least as much to do with finding the problem as with solving the problem found, it is also true that problem setting is a recognized professional activity” (Schon, 1983)

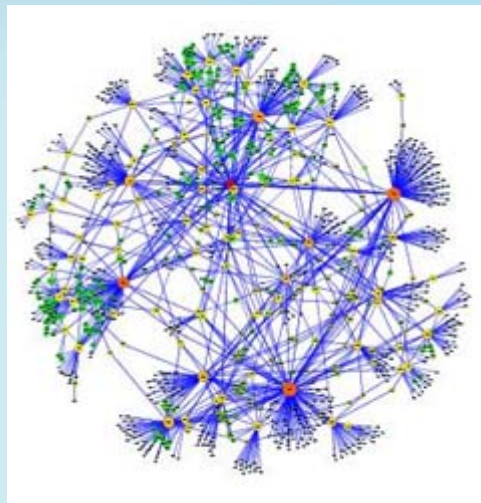




A Complex Environment



Early approaches to silviculture on the landscape..



How it turned out to be..

Complexity can encompass:

- ✓ Ecological processes
- ✓ Legislated requirements
- ✓ Employer requirements
- ✓ Safety
- ✓ First Nations rights and title
- ✓ Non-statutory expectations

“..the rising intricacy, ambiguity, and diversity of organizations place a premium on (professionals’) abilities to think paradoxically” (Lewis, 2000)



“Traditional problem solving tends to be intolerant of ambiguity and complexity. If a problem is too complex, it needs to be reduced further until a single and simple solution can be found”

(Swenson and Rigoni, 1999)



“Those high in (uncertainty) avoidance tend to be directive and rely on rules, guidelines, standards, and other benchmarks that provide consistency across situations. They tend to lose potentially important fine distinctions and think in terms of controlling a situation or outcome”

(Swenson and Rigoni, 1999)

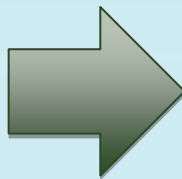


“In order to deal with a problem, one must intentionally participate in it. The objective of sound problem solving is not to “act on” an event, but to participate fully with greater awareness-then one might notice opportunities that would otherwise be overlooked by control.” (Swenson and Rigoni, 1999)



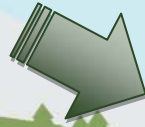
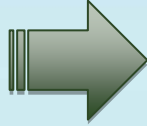
We Manage Risks

- ✓ Full site occupancy
- ✓ Productivity
- ✓ Value
- ✓ Ecological resilience
- ✓ Economics
- ✓ Innovation



- FG obligation
- Forest Health
- Fire
- Climate change
- Future products
- New ownership

This can go to this faster than we care to think...



The Land-base is Public

- How does this compel us to manage?
- What is the right balance of ownership of our decisions?



How do we consider future options in light of the limitations we face?

*“foresters may propose alternative regeneration strategies to improve future resilience...however, unless these are **required** ...licensees are unwilling to adopt **more costly or more risky** climate change adaptation measures that align with provincial government interests in the absence of compensatory short-term benefits”* (Daust and Morgan, 2012)



The principal-agent problem and climate change adaptation on public lands

Ngaio Hotte*, Colin Mahony, Harry Nelson

Faculty of Forestry, University of British Columbia, 2424 Main Mall, Vancouver, B.C. V6T 1Z4, Canada

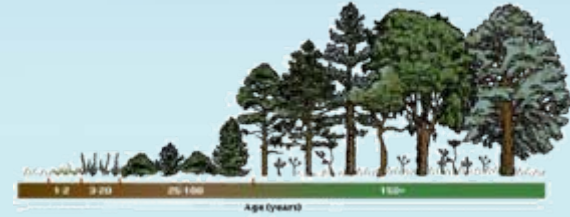
“when the interests of the resource owner (the principal) and user (the agent) differ and the resource owner lacks full information about the user’s current and future actions” (Ross, 1973; Stiglitz, 1987)

A Growing List of Expectations

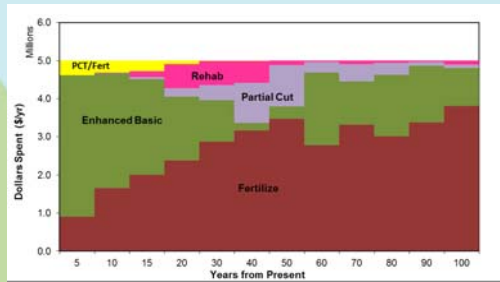
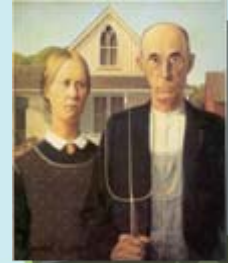
What are you expected to consider today that you didn't have to 15 years ago?

“The dilemma of the professional today lies in the fact that both ends of the gap he is expected to bridge with his profession are changing so rapidly: the body of knowledge that he must use and the expectations of the society that he must serve”

(Schon, 1983)

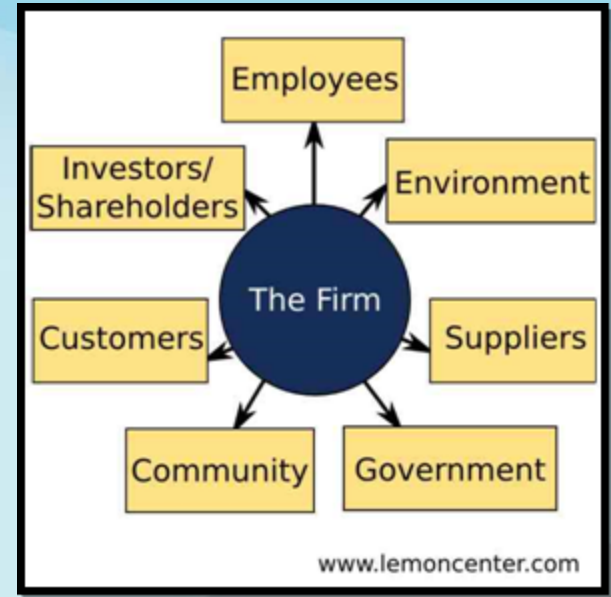


???



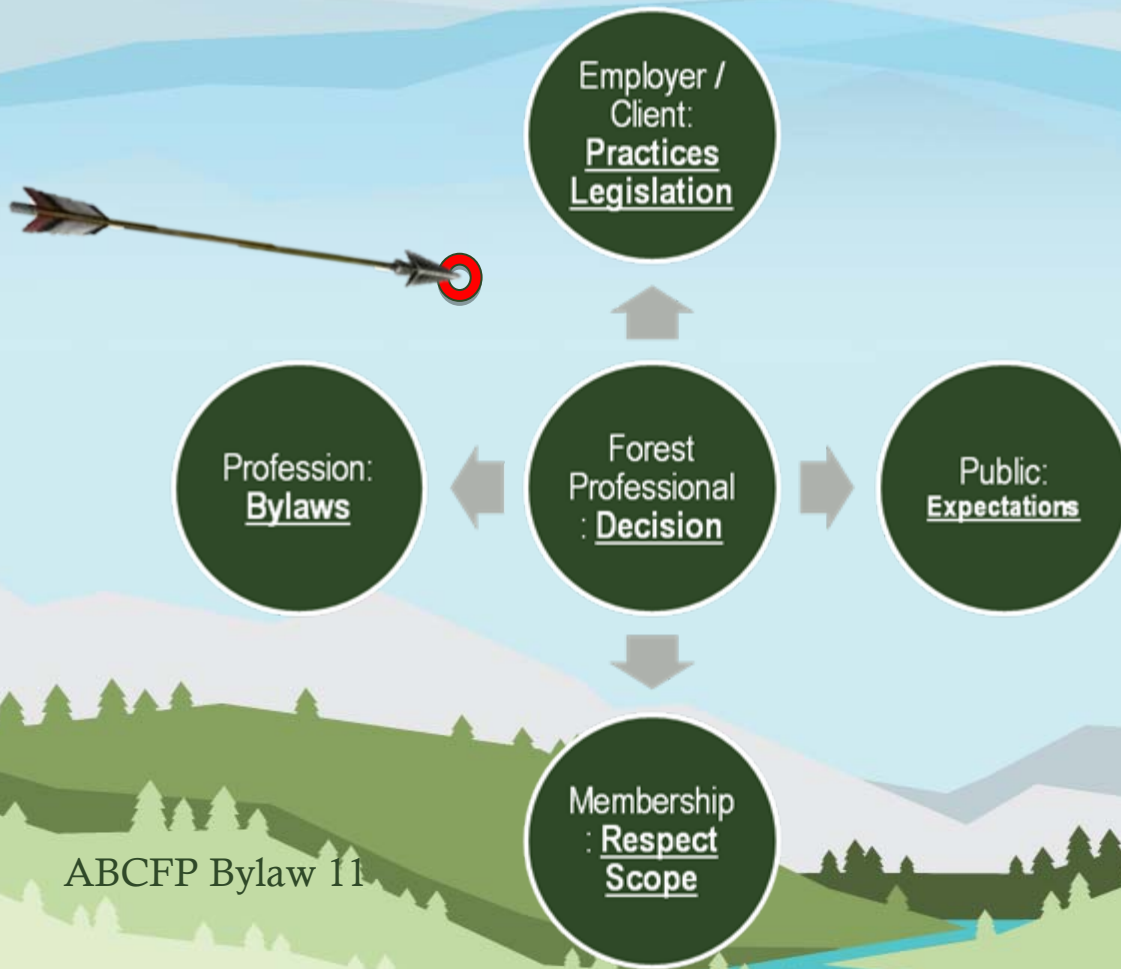
The forest professional has a unique relationship with an employer / client

- There may be tension in this relationship sometimes
- Know your own boundary for declining professional service
- This is key to maintaining trust and ultimately, right to practice



We are Accountable

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.



Who are
professionals
responsible to?

Where does
accountability lie for
decisions made
about public
resources?

ABCFP Bylaw 11

Managing Competently

- ✓ Scientifically sound (currency of knowledge)
- ✓ Recognizes / respects values and interests, often competing
- ✓ Includes relevant considerations and implications
- ✓ Clear analysis of practical options
- ✓ Balancing expectations: public, professional, employer
- ✓ Sufficient *rationales* provided
- ✓ Free of errors and omissions
- ✓ Meets all legal requirements
- ✓ Clearly understandable for the intended recipient
- ✓ Limitations stated and opinions qualified

Bylaw 12.2.1

Competent members retain sufficient knowledge in their field(s) of practice.

➤ Your level of knowledge must meet peer and professional expectations

If your knowledge is insufficient:

- Decline the work
- Acquire the knowledge
- Consult with appropriate specialists

12.2.4: Competent members provide professional work that is measurable or verifiable and can provide a rationale as to the methods used in measuring or verifying.

Guidelines for Interpretation

Members deliver professional work that is measurable or verifiable and can provide a rationale as to the methods used in measuring or verifying by incorporating the following in their professional work:

- i. Identifying the end result⁶ or objective of the professional work and forest practice;
- ii. Identifying what the measurement or verification will apply to, within the specific components⁷ of forests⁸;
- iii. Identifying where the accountabilities reside for those components of forests
- iv. Providing the ways that the specific components of forests can be measured;
- v. Recommending a method of measure for the future;
- vi. Relevant and realistic outcomes of forest practice and the expected time frames that are to be measured.
- vii. Ensuring the appropriate expertise and methods are applied to the measurement.

ABCFP Standards of Professional Practice: Guidelines for Interpretation, June 2014

“If professionals fail to apply their professional role, either as a result of their own doing, or a result of employer influence, then social licence erodes and we function in a very short-term existence, risking the principles of stewardship” (Larock, 2013)



Time to Reflect



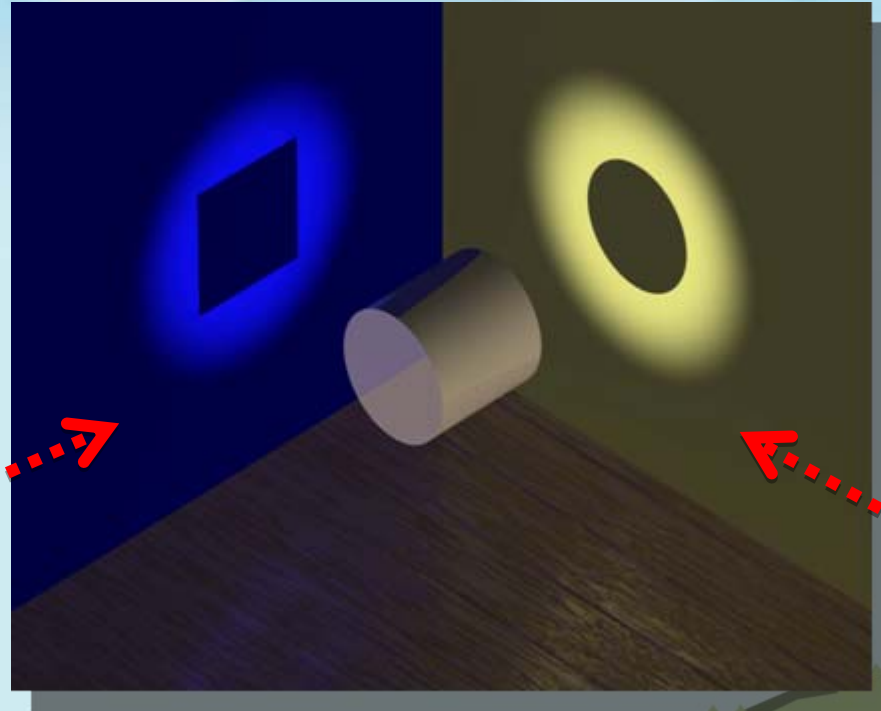
“The practitioner allows himself to experience surprise, puzzlement, or confusion in a situation which he finds uncertain or unique. He reflects on the phenomenon before him, and on the prior understandings which have been implicit in his behaviour. He carries out an experiment which serves to generate both a new understanding of the phenomenon and a change in the situation” (Schön, 1983)

- What would a similarly educated, situated professional do?
- What feedback do I have for my neighbor and how could this apply to me?
- What else is going on in the environment that I might not have considered but may impact how I understand the situation?
- In what way might I be using inapplicable lessons from my past to frame problems? (Marsick, 2014)

Truth is a matter of perspective...

1200 sph is
totally
sufficient!

Only 2000
sph will
work!!



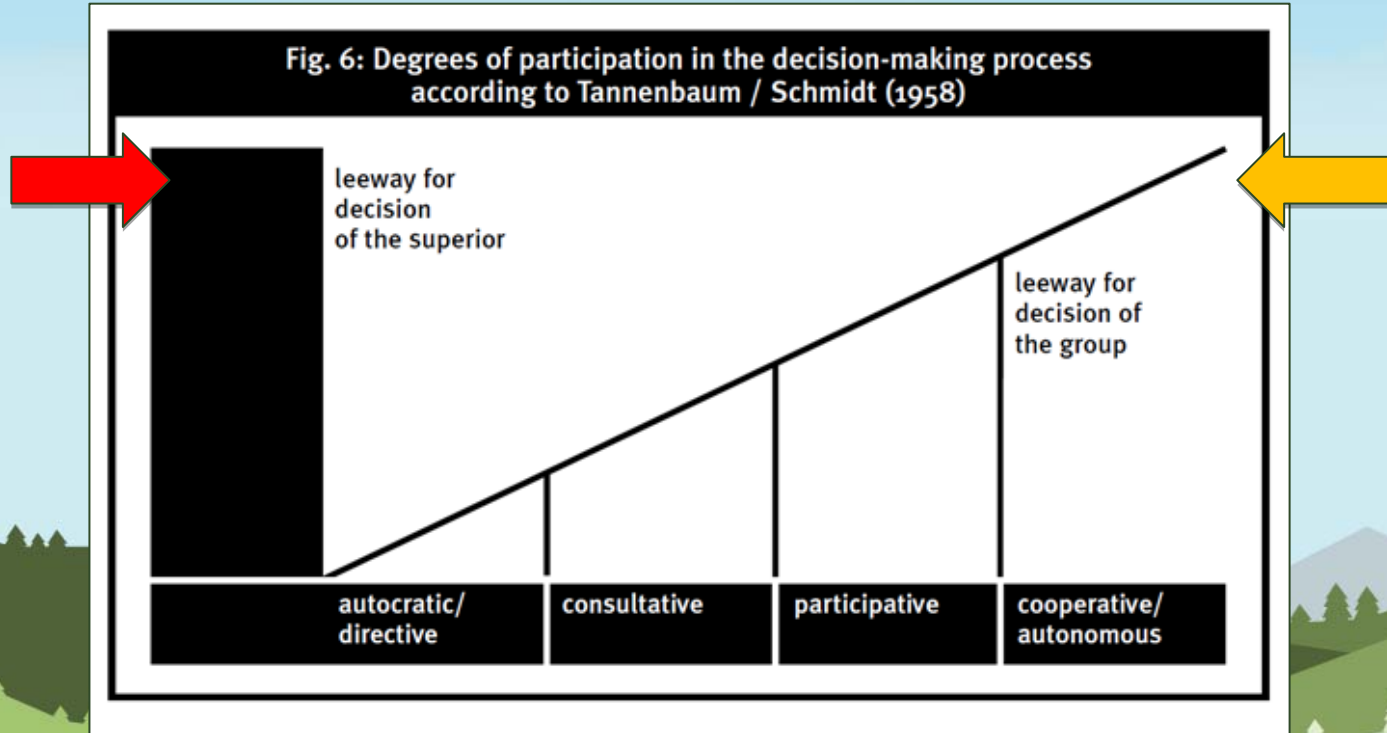
Improved Conflict Management

- Complexity can lead to conflict but it doesn't have to.
- Good management is good engagement.
- Develop your own processes and share them.

“As practitioners in many fields now realize, unless people come to understand procedures and practices by participating in their development, any program or service is likely to have limited effects on their lives”

(Stringer, 2007)

Determination or Collaboration?



- ✓ Think common goals
- ✓ Build or re-build local collaborative processes
- ✓ Understand the fiscal realities of each other's business
- ✓ Seek combined innovation
- ✓ Problem solve locally: can be in spite of inadequate policy
- ✓ Challenge status quo – think about the legacy of your decisions

“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” (ABC FP, 2002)

Questions?

Email: cmacaulay@abcfp.ca

www.abcfp.ca