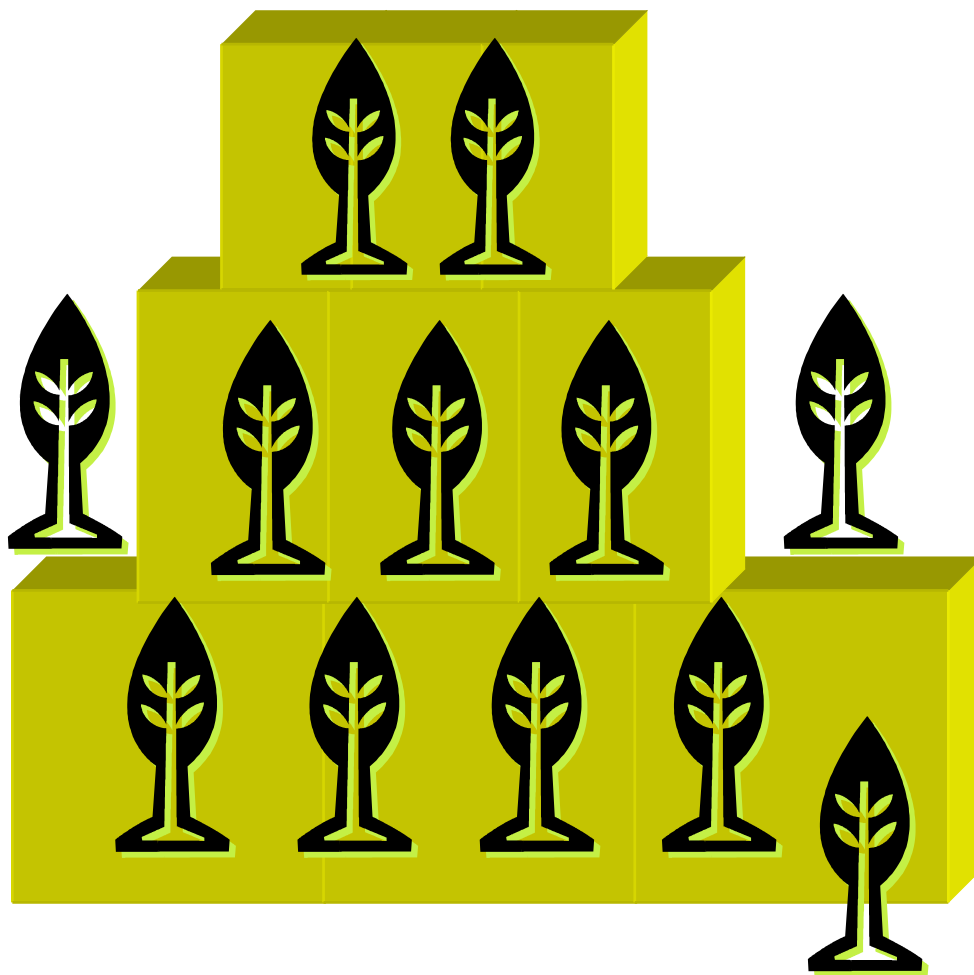


Capacity
Review

for the Association of BC Forest
Professionals

Ensuring BC's forests are in good hands



Capacity Review for the Association of BC Forest Professionals

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This report was prepared by Ludmila Jagielicz of Western Management Consultants

CAPACITY REVIEW—EXECUTIVE SUMMARY

Background

Western Management Consultants was invited to review the organizational capacity and effectiveness of the Association of BC Forest Professionals (“ABCFP”).

ABCFP is both a governing body for a self-regulating profession and a professional association serving its members. It has a primary objective—protecting the public interest in the practice of professional forestry.

The overriding objective of the project undertaken by Western Management Consultants (“WMC”) was to help position ABCFP to achieve its strategic goals and increase its organizational effectiveness in dealing with the growing demands on the association. More specifically, the objectives of the engagement were to address:

- **Delivery Capacity**—Recommend how the existing organization can better deal with its current and anticipated workload in light of growing demands on the organization and its membership
- **Strategic Effectiveness**—Recommend how the overall organization can be strengthened to most effectively and sustainably fulfill its mandate and achieve its strategic goals and objectives.

Summary of Observations

WMC is impressed with the accomplishments of ABCFP in serving the public interest and in serving members. These accomplishments include:

Strategic

- An established reputation as an effectively governed and managed self-regulatory body
- Expansion in membership through incorporation of forest technologists into the association
- Increased influence on and consultation by government
- Collaborative relationships with a number of related professions
- Initial steps taken to support members with *professional reliance* and forest stewardship issues

Organizational

- Significant volunteer involvement in the work of the organization
- An effective but lean administrative structure that achieves its objectives efficiently
- Staff who are committed to the membership, to quality service and to timely delivery
- An organization that has adapted to and is open to change

Performance

- Well-performing core processes that support the work of self-regulation
- High member satisfaction with communication and services
- A sound financial position with a surplus to support new initiatives.

However, the increasing complexity of forestry issues, changes in the regulatory environment, a broader membership base and higher public expectations are imposing greater demands on people, processes, systems and leadership.

These demands are particularly challenging with respect to:

- Full incorporation of **forest technologists** as forest professionals
- Full understanding by the entire membership and by government, employers and the public of the concept of *professional reliance*; and full appreciation of the professional accountability and means for accountability required by this mandate
- Agreement and effective delivery on the role the association should play and the independent perspective it should provide in **shaping and advocating** changes to public policy and stewardship practices to serve and protect the public interest in matters related to forest resources.

Context for Recommendations

Our recommendations take into account the duties and objects required of ABCFP under the *BC Foresters Act*, changing requirements of forest managers under the *BC Forest and Range Practices Act*, and the goals of ABCFP as stated in its 2004-2006 Strategic Plan.

The mandate of ABCFP is clear, as articulated by its vision and mission—to *protect the public interest in the practice of professional forestry*. To achieve this mandate, six core processes define the present work of the organization:

- **Standard-setting** to define minimum standards of professional practice and conduct
- **Registration** to admit applicants to the profession based on minimum standards
- **Compliance and enforcement processes** that watch over the practices of registered professionals and discipline those whose practice does not meet minimum standards of professional practice and conduct
- **Member professional development programs**, to assist forest professionals in enhancing their knowledge and skills
- **Communications** with members to share information and knowledge, but also with other stakeholders to inform them about the profession and how it is performing, as well as to build relationships
- **Advocacy** for good forest stewardship

New workload and strategic demands are being placed on the association in all six core processes, as the key challenges outlined above indicate. To assist the organization in meeting these demands, we considered four options for reconfiguring organizational capacity:

- Option One. Reduce staff resources
- Option Two. Maintain current staff resources with periodic external additions of capacity
- Option Three. Reconfigure and add support capacity.
- Option Four. Strengthen senior resources to enable leadership initiatives.

Our recommendations are based on Option Four: strengthening senior resources and capacity to enable a *leadership* model of association management. A *leadership* model is required if the association is to meet the growing strategic demands on the organization. While the current regulatory workload is significant, the greatest unfilled gap in capacity is in processes related to the strategic goals of *professional reliance*, public policy influence and public advocacy. Our recommendations attempt to fill these gaps and propose greater flexibility for management to fill periodic peaks in transactional workloads.

Recommendations

Our recommendations are of three types:

- Overall recommendation
- Structural recommendations
- Supporting recommendations

Our recommendations are summarized below.

Overall Recommendation	1. Align ABCFP capacity with a <i>Leadership</i> Model as described in this report.
Structural Recommendations	2. Designate a senior position of Director of Forest Policy and Stewardship Practices 3. Strengthen the senior position of Registrar, Compliance Director & General Counsel, to play a leadership role in implementing professional standards of admission & practice and implementing complaint, enforcement & discipline programs 4. Extend the current mandate for communication to more explicit public as well as member communication, and designate a Director of Member and Public Communication 5. Extend current mandates to be more proactive in engaging members in professional development, value-added participation in association affairs and interaction with one another, and designate a position of Director of Member Development & Engagement 6. Develop and evaluate the Executive Director and management team in the context of a <i>leadership</i> model of association management
Supporting Recommendations	7. Assess, select and implement new membership database and accounting software to utilize the most appropriate information technology for a growing membership organization 8. In the short term, add flexibility through part-time staff and support staff-driven productivity improvements in administrative functions. In the longer term, selectively increase administrative capacity to support development of leadership positions. 9. Improve human resource management practices 10. Align Committees, taskforces and staff to enable a more <i>leadership</i> style of association governance and management, by reviewing Committee mandates and structures

Conclusion

ABCFP is a productive and resourceful organization. However, it is at a stage when more is expected of the association in protecting the public's interest regarding forest stewardship and in assisting members with the transition to greater **reliance** on them as professionals.

We recommend that ABCFP **strengthen its resources and capacity to take a leadership role as a self-regulatory body and member association.**

CAPACITY REVIEW—REPORT & RECOMMENDATIONS

1. Introduction and Methodology

1.1 Objectives and Scope

ABC FP as an organization has been experiencing pressure in its workload in several areas. Before undertaking changes to address specific pressures, Council wished to review ABC FP's overall organizational effectiveness with a view to identifying how the association can best meet its current strategic plan goals given its heavy workload and improving financial circumstances.

Council established a Capacity Taskforce who then sought the services of Western Management Consultants ("WMC"), an independent, experienced, management consulting firm, to assist them with this review.

The overriding objective of the project undertaken by Western Management Consultants was to help position ABC FP to achieve its strategic goals and increase its organizational effectiveness in dealing with the growing demands on the association. More specifically, the objectives of the engagement were to address:

- **Delivery Capacity**—Recommend how the existing organization can better deal with its current and anticipated workload in light of growing demands on the organization and its membership
- **Strategic Effectiveness**—Recommend how the overall organization can be strengthened to most effectively and sustainably fulfill its mandate and achieve its strategic goals and objectives.

In conducting this review, WMC was asked to:

- Examine the demands on the association. Identify the types and breadth of issues and pressures facing the organization today. Examine how these are presently being addressed by the organization.
- Determine the extent of organizational effectiveness given the identified issues and pressures.
- Examine the strategic goals of the organization. Identify goals, how they are currently being addressed and which require increased organizational capacity.
- Develop recommendations, based on an analysis of the information collected, to address organizational pressures and facilitate achievement of strategic goals.
- Discuss these recommendations with the Capacity Taskforce.
- Present recommendations for discussion to Council.

1.2 Methodology

Our methodology involved the following steps.

1. Clarify Project Objectives and Scope

- We met with the Capacity Taskforce to review the project objectives, scope and plan, discuss key process elements, confirm timelines, success criteria and ensure that project deliverables are clearly understood.
- This meeting also served as a "focus group" discussion to identify operational and strategic issues as well as to identify the longer-term vision participants had for the association.

2. Documentation Review & Comparative Research

- We reviewed the following materials
 - The *Foresters Act* of BC
 - ABC FP Bylaws

- Strategic Plan
 - Annual Reports
 - Financial Statements and Projections
 - 2005 Operating Budget
 - Recent Council Meeting minutes
 - Member Survey summary
 - Organization Charts—Staff and Council/Committees
 - Job Descriptions
 - Fact Sheet, copies of *Forum*, and the ABCFP website
 - “Recognition, Respect & Influence”—November 2004 Report
 - report of the Task Force on the Role and Responsibilities of Council, Sept 2003
 - Other miscellaneous documents.
 - We undertook a limited external review of other associations and their organizational structures, issues and key processes.
- 3. Interview and Information Gathering Program**
- We developed interview guides and conducted 12 individual interviews with management and staff. Interviews were conducted with:
 - The Executive Director
 - Senior Management (4)
 - Six staff (one outgoing)
 - We also conducted 18 confidential interviews (with selected committee members, government and industry personnel) to obtain a broader perspective on the work of the organization and expectations of the organization.
 - We met with the Executive Director periodically to gather more information and discuss options.
- 4. Compilation and Analysis**
- Following data collection, we consolidated the findings and analyzed the results. As we worked through this, we used our collective experience and lessons learned from a wide variety of public and private sector organizations.
- 5. Discussion of Interim Findings and Draft Recommendations with the Capacity Review Taskforce**
- We documented and brought forward our preliminary findings for discussion with the Capacity Taskforce on September 23rd 2005.
 - While continuing our interview program and research, we prepared draft recommendations.
 - We reviewed the draft recommendations with the Capacity Taskforce on November 2nd 2005 and with the senior management team on November 7th 2005.
- 6. Development of the Draft Final Report and Recommendations**
- We then developed our recommendations and prepared our draft report. This report contains the following components.
 - Introduction & Objectives
 - Project Background
 - Findings and Observations
 - Recommendations
 - We submitted our draft report on November 17th, 2005 and met with Council on November 24th to present our recommendations and respond to questions.
- 7. Final Report**
- We submitted our Final Report.

We would like to thank all those who contributed their thoughts and views on the organization in a very candid and informative way.

2. Background on the Association of BC Forest Professionals

2.1 What is the Association of BC Forest Professionals?

The purpose and mandate of the Association of BC Forest Professionals are important to understanding the demands that are being placed on the organization. The following outlines our understanding of key principles and challenges that underlie the work of the organization.

Protection of the Public Interest

The Association of BC Forest Professionals (“ABC FP”) is both a governing body for a self-regulating profession and a professional association serving its members. It has a primary objective—protecting the public interest in the practice of professional forestry.

The vision of ABC FP clearly expresses commitment to protecting the public interest:

We are committed to protecting the public interest in the practice of professional forestry and to advancing the stewardship of BC’s forests.

The mandate of ABC FP notes the specific duty that it has under the *Foresters Act* in BC:

It is our duty to serve and protect the public interest in the practice of professional forestry by administering and enforcing the *Foresters Act*.

Self-regulation is legally granted by a society when it believes a profession to be the only group to know its field well enough to define its own standards of practice, trusts the profession to set and enforce appropriate behavioural standards for its members, and deems that self-regulation is the best way to achieve the good it derives from that profession.

Self-regulation is a collective activity involving a group of participants who agree to abide by joint rules that govern their membership.

Along with the benefits enjoyed through professional self-regulation come certain responsibilities—foremost are accountability and commitment to the public interest.

Serving the Public Interest in ensuring the competence, ethical conduct and accountability of forest professionals

As a governing body, the Association of BC Forest Professionals protects the public interest by being responsible for registering and regulating British Columbia’s professional foresters and forest technologists. To use the titles Registered Professional Forester (RPF) and Registered Forest Technologist (RFT) and to engage in certain acts specified by the *Foresters Act* in BC (that is, to have “title” rights and “practice” rights), a person must be a registered member of the Association of BC Forest Professionals (ABC FP).

The ABC FP mandate further defines this responsibility by saying:

- We make sure the province’s forest professionals are competent, ethical and accountable to the association.
- We set and enforce codes of conduct and standards of practice for our members.

In meeting this responsibility, ABC FP provides leadership in establishing the standards of practice and conduct to guide registered foresters and technologists, as well as their employers and educators, on accepted practice and professional behaviour. It investigates concerns about practices or conduct and convenes complaint resolution processes or discipline hearings if warranted. ABC FP also administers a Continuing Competency program that promotes continuing competence of its members as well as offering workshops and educational programs in the fall and at its Annual General Meeting.

The Heightened Dimension of *Professional Reliance*

In line with its fundamental duties under the *Foresters Act*, ABC FP has set itself a key goal made critical by new legislation in BC—successful implementation of **increased reliance** on its members as professionals.

The *Forest and Range Practices Act* (FRPA) and its regulations govern the activities of forest and range licensees in the province who, under this legislation, are held responsible for outcomes. Since FRPA and its regulations went into effect on January 1, 2004, licensees are transitioning from a prior, prescriptive *Forest Practices Code* to a results-based approach to forest management that calls for increased reliance on resource professionals for professional judgment and independence. While the intent of FRPA is to maintain high levels of protection for forest values, FRPA also encourages innovation by skilled resource professionals—both objectives require high levels of professional competence and integrity.

Professional reliance is integral to the successful implementation of the FRPA results-based approach to forest regulation in BC. As the forest professionals who “sign off” on licensee operational plans submitted under FRPA by “certifying” that components of a plan meet legislated content requirements, ABCFP members must be, and must be seen to be, professionally reliable in acting in the interests of the public, while meeting obligations to their employers or clients.

Because loyalty to the public interest and loyalty to the organization for which forest professionals work may sometimes be in conflict, there may be need for guidance, if not rules of practice, to help members deal with potential conflicts of interest. This same dilemma is faced by corporations where employee loyalty to the corporation and its ends may be in conflict with what is considered to be ethical and in the interests of the public. To resolve this dilemma, corporations are increasingly turning to outlining explicit, overriding codes of conduct.

The heightened emphasis on *professional reliance* has put increased pressure on ABCFP to assist its members in transitioning from working under prescribed forest practices to greater application of professional judgment—this is as much a change in attitude as in practices. It puts greater onus on ABCFP as a governing body to ensure that members understand their responsibility and that, in their professional practice, members adhere to high standards of competence, independence, integrity and professional conduct. And it calls for ABCFP taking a leadership role in a further area of public interest—that of helping to advance the stewardship of BC’s forests through input on matters of policy and best practice.

Serving the Public Interest in Advancing Forest Stewardship

Advancing the stewardship of BC’s forests—this further responsibility in the public interest is an integral part of the vision of ABCFP. ABCFP’s mandate, drawn from Section 4 of the *Foresters Act*, clearly supports this responsibility by stating:

- And we advocate for and uphold principles of forest stewardship.

ABCFP has always been a contributor to and advocate of good forest stewardship—through formal and informal communication with the government, employers and the public. A new *Foresters Act* and heightened focus on *professional reliance* call on ABCFP to be **more instrumental** in helping members, employers, the government and the public better understand what constitutes good policy and practice in forest stewardship.

ABCFP has set goals and objectives to increase its **effectiveness** in and contribution to shaping forest policy and influencing decisions that affect good forest stewardship—through its position statements, discussion papers, submissions and public information as well as working in cooperation with government, other professions, organizations and interest groups.

In advocating for good forest stewardship, ABCFP continues to advocate on behalf of the profession and its members as good forest stewards. Its vision in this respect is as follows:

We and our members are recognized locally, nationally and internationally as knowledgeable, trusted and accountable sources of information and expertise on the sustainable management of forest resources and for whom the public interest is paramount.

Uniting Forest Professionals and Creating Relationships

ABCFP is also a professional organization that allows members to act collectively through the association. As such, it organizes and unites forest professionals. As a collective body, it creates and strengthens relationships among its members and with other stakeholders, such as government, employers, other professions and ultimately the public. It has a collective voice, which it can choose to use to promote the profession, to advance the principles of forest stewardship, and to make the profession of greater service to society.

In its role of uniting members, ABCFP has set itself goals to make all members full and equal members of the association and to maintain a high level of member contact and engagement. In its role of strengthening relationships and influence, it has set goals to assist government and employers to understand, respect and support the role of the forestry profession. In addition, it wishes to achieve relationships among natural resource professions to clarify and foster improved working relationships in protecting the public interest.

As a collective body, ABCFP has also set the goal of making the public more aware of the association and its members as protectors of public interests. Furthermore it has also made it a goal that the public look to members for leadership on public policy matters related to forest resources.

ABCFP's leadership in shaping relationships and speaking for the profession is evolving as it defines the role it can play as a collective body in furthering *professional reliance* and advocating on behalf of forest stewardship.

2.2 The ABCFP Business Model

In meeting its mandate, ABCFP operates under a business model that incorporates both the public interest-serving characteristics of a self-regulatory body and the member-serving characteristics of a professional association.

The Current Business Model

Some of the characteristics of the ABCFP business model are summarized below.

Model Characteristics	Principles	Objectives
Strategic Structure	A self-regulatory body and a professional association with both public and member accountability	Protecting the public interest in the practice of professional forestry and furthering member interests
Funding Model	Registration, examination & related fees; member dues; limited sources of other income from AGM/ workshops, advertising; no public funding	Optimized productivity, to achieve value for the revenues received
Governance Structure	Accountable to the public and to members.	Successful implementation of a <i>policy governance</i> model
Business Structure	Exclusive ability to grant rights of title to RPFs and RFTs in BC	A respected and influential membership and representative body
Corporate Structure	Effective and efficient 'flat' structure	Supportive of both self-regulation and service to members
Administrative Structure	Lean structure through a mix of internal staff and externally contracted services	Optimized mix and integration of internal & external resources
Operating Structure	Staff and volunteers contribute to the work of the organization	Synergistic, well-defined relationships between staff and volunteers in doing the work of the organization
Cross-Organizational Structure	Informal collaboration	Operating as a team

Current Resources

ABCFP has 11 full time staff, including the Executive Director, who operate out of offices in downtown Vancouver. The association's offices also provide space for Council, Committee and project meetings.

The financial resources of the association include:

- A budget of \$1.4 million in 2005 divided as follows:
 - 53% for staff expenses
 - 31% for committee and project expenses (one quarter for Council and its projects; three-quarters for Committees, their projects and key outputs such as communications programs, as well as external services)
 - 16% for office expenses (35% of this for office rental)
- An expected surplus for the 2005 year-end
- A Reserve Fund of over \$700,000 on a market value basis (\$671,000 cost basis at August 31, 2005).

A growth in revenues resulting from incorporation of forest technologists into the association has contributed to growth in surplus funds.

2.3 Characteristics of the Operating Environment for ABCFP

ABCFP is a growing organization facing many challenges driven by a changing membership base and regulatory environment. Some of the factors affecting the organization and its required resources, include:

- **Growth**
 - The association is in a growth phase, spurred by incorporation of forest technologists into its memberships
 - Growth brings the opportunity of an expanded revenue base and growing surpluses which can be used for strategic initiatives
 - The growth in membership also places increasing demands on the organization, especially on registration services; volume pressures will ease somewhat as the initial surge in RFT applications is processed but new demands will be placed on the association in assessing new applicants with varying qualifications and in integrating RFTs into the membership
- **Regulatory Change**
 - Both the *Foresters Act* and the *Forest and Range Practices Act* in BC have changed some of the “rules of the game” for forest professionals and for the association as outlined in Section 2.1 of this report. These present challenges that differ from the traditional challenges of registration and certification.
- **Goal of Increased *Professional Reliance***
 - The goal of increased *professional reliance* on forest professionals stems in part from regulatory changes but it is also fundamental to the basic precepts of a self-regulatory association. An increase in professional reliance could therefore involve changes in all areas of the organization's activity, from revised standards to increased professional development, to greater engagement of members in sharing practices, to a wider set of guidelines for professional practice. This presents a wide-ranging challenge for the association, one which is currently not well-defined and where there is need for prioritization of objectives in order to achieve the overall goal.
- **Changing Strategic Drivers**
 - ABCFP has, as a first strategic priority, been structured to set standards, register and renew members and enforce standards of practice—that is, to fulfill its obligations as a self-regulatory body. It is in this sense structured as a “production-driven” organization that

responds in a timely fashion and with due diligence to applications, complaints and enquiries. The new RFT membership base puts pressures on maintaining quality and timeliness of service in these areas.

- In addition, ABCFP engages in a number of well-received member activities such as communication in various forms, the AGM, professional development workshops and periodic outreach activities. These are adaptive, “needs-driven” activities which change to meet member needs and changes in technology-enabled communication. These activities are linked to a number of the association’s strategic goals but do not appear to have well-defined strategic priority. Challenges mentioned in this area are integrating RFTs into the membership and building stronger local networks of members.
- Increasingly, the association is being called upon to take on a wider scope of strategic activities which tend to be “issues-driven.” These activities have been reinforced by regulatory changes, but continue to be debated among members as to the role the association should play and the extent to which it should be proactive. They include:
 - Input to public policy
 - Greater guidance to members regarding professional practices
 - Advocacy on behalf of forest stewardship—at government, employer and public levels
 - More proactive processes for demonstrating the continuing competence of members and their adherence to standards

To date, responsibilities for the above have been shared among staff and with volunteer committees. This has resulted in some good work being done (e.g. the “species at risk” paper) but has not created overall organizational focus or capacity for actively responding to issues, let alone being proactive.

- **Changing Relationships**

- ABCFP has many relationships that are external to the organization—these include relationships with the government, employers, other professional bodies and with the public. To meet its mandate, ABCFP is being called upon to strengthen these relationships as a collective body. Examples include:
 - Manage relationships with other resource and technical associations
 - Build relationships with employers to further their understanding and commitment to the role forest professionals play in forest stewardship
 - Encourage entry into forestry professions to develop a future professional workforce
 - Play a role in the community and with the public in advocating for responsible forest stewardship.

- **Collaboration with other Professional Bodies**

- ABCFP is only one of several associations representing professionals involved in forest and resource management all of whom face similar challenges in protecting the public interest and meeting regulatory requirements. Working collaboratively with the other associations presents both an opportunity and a challenge. It takes organizational resources to remain actively engaged with other professional groups; however, there may also be opportunity for collaborative action that could save resources for all the parties involved.

- **Organizational Work Philosophy**

- ABCFP’s organizational work philosophy is to operate as effectively and efficiently as possible. While the organization has managed to accomplish a tremendous amount with limited resources, ABCFP faces some challenges in:
 - **Balancing volunteer workload with staff workload**
 - There are limitations to work being “spun off,” either by committees/taskforces to staff or the other way around. Committees are overtaxed and staff are forced to put current work on the “back burner” as new projects are directed to them by

committees. The association has a high level of volunteer involvement but work pressures are reducing volunteer time.

- Experienced professional judgment is required in many core activities, reducing the opportunity for many core functions to be contracted out to third parties or undertaken by inexperienced staff.
- **Balancing high standards of work against efficiency**
 - Quality of work is highly valued by the association. However, there is an internally-generated workload that is associated with this that could be managed “down” by rethinking the appropriate level of quality, reducing the number of approvals and consultation and increasing verbal rather than written communication.
- **Ensuring work is done at the right level at the right time**
 - There is significant time spent in micro-management in all areas of the organization rather than reliance on constructive review or intervention.
 - Many people are involved in various activities and approvals are required on how certain work is done, delaying start or completion of work
 - There is at times a lack of prior notification of work, reducing ability to better manage workflow
 - There is some staff turnover at junior levels that requires training of new staff or taking over their duties temporarily by senior staff
- **Developing Staff Capability**
 - There is limited time for staff and management development although a budget is available
 - Junior staff have limited advancement opportunity due to the small size of the organization; they often choose to leave to further their careers
 - Work is not readily transferable, although staff work together on getting “products” out the door
 - Accountability processes do not appear to translate into personal development priorities

In light of these challenges, ABCFP wishes to:

- Achieve the strategic goals and operational **objectives** of the organization.
- Alleviate **workload stresses** and create a more sustainable level of work
- Use **appropriately skilled resources** at the right levels doing the right jobs (match skills/experience/level to job).
- Focus on developing its **people** (through learning, development, succession, etc.) to improve productivity, retention and satisfaction.

3. Organizational Findings

3.1 Characteristics of ABCFP's Organizational Structure

Core Process Perspective

Because organizational structures do not necessarily fully describe what an organization does, we examined the mandate and functions of ABCFP to determine core processes. We believe that there are six core processes essential to achieving ABCFP's legal and strategic mandates:

- **Standard-setting** to define minimum standards of professional practice and conduct
- **Registration** processes to admit applicants to the profession based on minimum standards
- **Compliance and enforcement processes** that watch over the practices of registered professionals and discipline those whose practice does not meet minimum standards of professional practice and conduct
- **Member professional development activities**, to assist forest professionals in enhancing their knowledge and skills
- **Communications** with members to share information and knowledge, but also with other stakeholders to inform them about the profession and how it is performing, as well as to build relationships
- **Advocacy** for good forest stewardship, which can take many forms.

These core processes are in part reflected in the organizational structure of ABCFP but there are examples where duties and responsibilities for some of the mandates that underlie these processes cut across organizational lines and where managers engage in activities related to processes not within their direct line of responsibility.

Associated with these processes is a range of supporting activities which contribute to advancing the strategic goals of the organization. Foremost is the development of **relationships** with multiple stakeholders, which enable ABCFP to be effective in all its core processes.

Functional Perspective

Looking at functional activities carried out by the staff of the organization, we found four broad functional areas (with examples of current functions shown underneath).

- **Governance Services**—Information and support provided to Council, ABCFP Committees and taskforces; this includes support of Council meetings and the AGM as well as liaison with Committee Chairs
- **Corporate Services**—Management of ABCFP's people, finances, assets and records
 - Finance
 - Information Technology and Databases
 - Human Resources
 - Facilities and General Administration
- **Operational Services**—Delivery of programs and services to members and prospective members, including operational activities of both staff and volunteers
 - Admissions
 - Compliance and Discipline Processes
 - Communications
 - Professional Development Programs
- **Issues Management Services**—Identification, research, consultation, development of discussion papers and advocacy on issues that affect government policy or member practice

- Forest stewardship practices
- Professional rights, e.g. inter-profession
- Regulatory framework

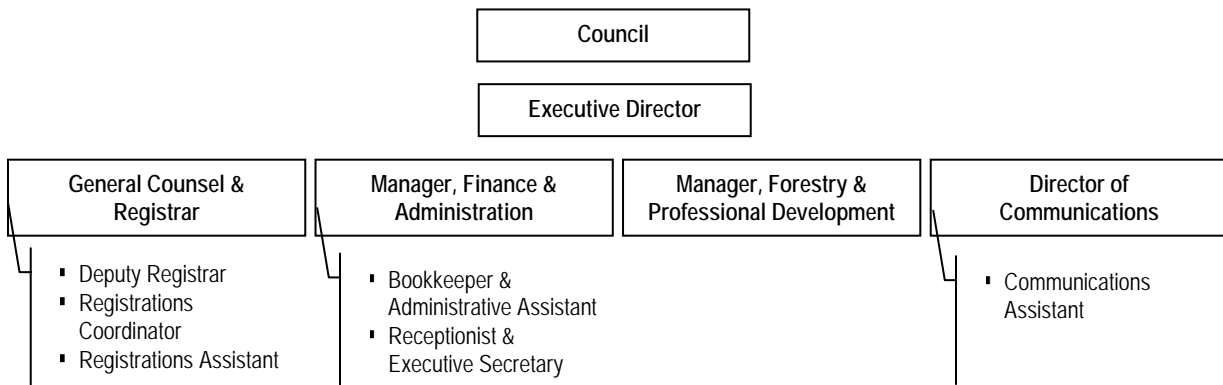
Our general findings regarding how well these functional areas are managed are:

	Strengths	Weaknesses
Governance Services	<ul style="list-style-type: none"> ▪ Implementation of the <i>policy governance</i> model is enabling information and discussion to be more strategic ▪ Excellent level of service by staff 	<ul style="list-style-type: none"> ▪ Time requirements for supporting governance processes are significant ▪ Not all policies and relative roles and responsibilities are well defined and understood—further work is required ▪ Council and staff communication can be improved
Corporate Services	<ul style="list-style-type: none"> ▪ Financial accounting and reporting is excellent ▪ Other corporate services have been efficiently but narrowly managed 	<ul style="list-style-type: none"> ▪ Corporate services have not received a lot of development effort; there are opportunities to improve processes and systems
Operational Services	<ul style="list-style-type: none"> ▪ Members are generally satisfied with the quality and timeliness of operational services 	<ul style="list-style-type: none"> ▪ Any growth in operational activities puts a strain on current resources ▪ Non-operational projects are of interest to staff and management but limit their time for operational duties ▪ Consultation/approval processes add to workload
Issues Management Services	<ul style="list-style-type: none"> ▪ The organization has found the means to address a number of important issues despite a lack of dedicated resources 	<ul style="list-style-type: none"> ▪ Responsibilities for issues management are widely dispersed and shared with other duties ▪ Prioritization processes are weak; issues often “fall off the table” as new issues are taken on

Organizational Structure Perspective

We reviewed the actual structure of ABCFP and found:

- There is a “flat” management structure which is shown in the following diagram, with a manageable span of control.



- There is little depth to staff support as shown by the positions reporting to senior management in the diagram above. There is only one “middle” manager, the Deputy Registrar. The Director of Communications was until recently a “middle” management position.
- The governance structure of ABCFP provides for a wide range of portfolios of responsibilities falling on Council members. As shown below, associated with each area of responsibility are a number of volunteer committees, many of which are supported by management staff:
 - Governance (Executive Committee, AGM Committee)
 - Admissions (Board of Examiners, Academic Standards Committees, Academic Appeals Committee, and a related board (the Canadian Federation of Professional Forester Associations))
 - Communications/Member Relations (Editorial Board, Professional Forester Network)
 - Discipline/Enforcement (Complaint Review Committee, Standing Investigations Committee, Discipline Committee)
 - External Relations/Policy & Legislation (Nominating Committee)
 - Finance (Finance Committee, ForesTrust Trustees)
 - Forest Stewardship (Stewardship Advisory Committee)
 - Forest Technology (Forest Technologists Oversight Committee)
 - Professional Development
 - Professional Practice (Professional Practice Committee, Professional Advisory Service)
 - Other (Professional Reliance Taskforce, ABCFP/APEGBC Joint Practice Board)

While only periodic support is provided by management and staff, the governance structure and processes of the association clearly impact on the capacity of the organization to do other work. As there are only five senior managers, including the Executive Director, their involvement in support of the above committees impacts on their overall workload and is estimated in conversations to average 20% or more of their time. At the same time, it should be noted that volunteer committees take on work that might otherwise have to be done by staff or contractors at potentially greater net cost.

- The organizational structure results in the following challenges:
 - A wide span of responsibilities for senior managers, both within their primary area of responsibility and in working on projects that presently require “corporate” effort. This results in:
 - senior managers burdened with a potentially high workload and range of responsibilities; they cope by “juggling” the work they do and delaying action on less urgent matters
 - less opportunity for senior staff to work together on projects
 - inaccessibility of senior staff at times to their colleagues and to junior staff
 - insufficient time to address human resource and performance issues
 - limited time for orientation of new employees.
 - A potential gap in capability between senior and junior staff, as there are few experienced “middle” managers to assist senior managers with planning and supervisory responsibilities (the exception is the Deputy Registrar). This is particularly evident when junior staff are relatively new and still learning their jobs. This is overcome by experience and talent at lower staff levels, as ABCFP has been fortunate that many junior staff have had the potential to do more at a greater level of responsibility.
 - Potentially uneven staff support of volunteer committees depending on the urgency of issues in another area. This often necessitates contracting of outside resources, who may in fact be more expert in the area in question. This still creates work for staff, as contract and sometimes project management largely falls to them.

3.2 Organizational Strengths and Weaknesses

Accomplishments and Strengths

Despite some structural impediments and resource constraints, ABCFP has been an effective organization. Its accomplishments include:

Strategic

- An established reputation as an effectively governed and managed self-regulatory body
- Expansion in membership through incorporation of forest technologists into the association
- Increased influence on and consultation by government
- Collaborative relationships with a number of related professions
- Initial steps taken to support members with *professional reliance* and forest stewardship issues

Organizational

- Significant volunteer involvement in the work of the organization
- An effective but lean administrative structure that achieves its objectives efficiently
- Staff who are committed to the membership, to quality service and to timely delivery
- An organization that has adapted to and is open to change

Performance

- Well-performing core processes that support the work of self-regulation
- High member satisfaction with communication and services
- A sound financial position with a surplus to support new initiatives.

The **strengths** of ABCFP, their causes and effects, can be summarized as follows:

Cause	Effect
Clear mandate as a self-regulatory body	<ul style="list-style-type: none"> ▪ Sound understanding of the role and responsibilities of a self-regulatory profession ▪ Mature, well-performing registration and certification processes, able to adapt to incorporation of RFTs ▪ Staff and volunteers feel proud to be contributing to the public interest
Efficient structure and operation	<ul style="list-style-type: none"> ▪ Fiscally responsible; much is accomplished with limited resources ▪ With a small staff size, staff feel “part of the family” and connected to members
Professional staff	<ul style="list-style-type: none"> ▪ Support and advice is of high calibre
Volunteer involvement	<ul style="list-style-type: none"> ▪ Members and staff recognize and value that this is a “member-driven” organization
A culture of “service to members”	<ul style="list-style-type: none"> ▪ Staff commitment to quality and timeliness in work; desire to “do the right thing” for members and applicants;
Excellent staff/volunteer/member relationships	<ul style="list-style-type: none"> ▪ Commitment to communication with members ▪ Strong cooperation between staff and volunteers; staff and volunteers enjoy the work
Tangible success to date	<ul style="list-style-type: none"> ▪ Relatively good confidence in ability to “roll with the punches” and succeed in the future
Openness to change	<ul style="list-style-type: none"> ▪ Adoption of internet technology ▪ Willingness to consult on issues

Challenges and Weaknesses

At the same time, the increasing pressures on ABCFP are creating “stress points” and making apparent a number of **weaknesses** that include:

Cause	Effect
Lack of clarity and vision about the role ABCFP should play in <i>professional reliance</i> and advocacy	<ul style="list-style-type: none"> ▪ Roles and responsibilities (of staff and volunteers) are unclear ▪ Efforts are ad hoc and responsive to issues; not proactive ▪ Inter-profession relationships are not clearly focused on a common goal

Cause	Effect
	<ul style="list-style-type: none"> ▪ Stakeholder and public messages are unclear ▪ Risk of government backtracking on results-based regulation
Reactive and cautious approach to issues	<ul style="list-style-type: none"> ▪ Not quick to respond to issues as views may not be well-developed and articulated ahead of time ▪ Influence and respect as a “voice” for the profession suffers ▪ Not considered to be a thought leader or “change agent” ▪ Not seen to be proactive on compliance
Too many priorities	<ul style="list-style-type: none"> ▪ Inconsistent implementation and completion of projects ▪ Too many urgent issues and too many that “fall off the table”
A small management team	<ul style="list-style-type: none"> ▪ Wide spans of activity crowding out time for proactive leadership and management duties ▪ Limited time for staff and process development; staff “learn as they go” ▪ Succession and replacement risks
Limited support for senior managers	<ul style="list-style-type: none"> ▪ Significant management time spent on administrative functions and day-to-day issues ▪ Attitude that “it’s easier to do it myself”
Reluctance to delegate	<ul style="list-style-type: none"> ▪ Significant micro-management; limited teamwork opportunities
A membership database that has functional difficulties	<ul style="list-style-type: none"> ▪ Staff and management time spent in data integration and resolving problems ▪ The risk that the database will not be supported to meet future needs
Limited career development opportunities	<ul style="list-style-type: none"> ▪ Lower staff morale ▪ Turnover at junior levels; limited broadening of senior staff skills
Distance of staff from the “field”	<ul style="list-style-type: none"> ▪ Staff may not understand member needs ▪ Staff cannot provide leadership on matters of professional practice
“Hero” culture of “taking it all on”	<ul style="list-style-type: none"> ▪ Efficacy is reduced by “doing it all”

3.3 Organizational Opportunities and Threats

Opportunities

Our review of ABCFP has identified the following as some of the opportunities that the association may benefit from or wish to pursue in the future:

Financial	<ul style="list-style-type: none"> ▪ Expanded revenue base, stabilized at a higher level, with a lower expense ratio and a higher surplus
Members and Stakeholders	<ul style="list-style-type: none"> ▪ Increase in government reliance on forest professionals to protect the public interest in forest stewardship ▪ Leadership in advancing stewardship practices and member continuing competence ▪ A stronger “voice” in public advocacy on behalf of forest stewardship ▪ National leadership on standards ▪ A lead partner in inter-profession alliances and problem-solving
Operations	<ul style="list-style-type: none"> ▪ Improved performance and accountability ▪ Integrated leveraging of resources (volunteers, contractors & short-term staff) ▪ More online information and transaction processing ▪ A more integrated database and financial system

Major initiatives	<ul style="list-style-type: none"> ▪ Embracing resource management as a whole ▪ Further widening of the membership base ▪ Acting as a change agent ▪ A web-centric organization
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Threats

Our review of ABCFP has identified the following as some of the threats that the association may face in the future:

Financial	<ul style="list-style-type: none"> ▪ Maintaining a low expense to revenue ratio in light of increasing demands on the association ▪ Lower than anticipated growth in membership and revenues
Members and Stakeholders	<ul style="list-style-type: none"> ▪ Integration of forest technologists ▪ Inability to build confidence of the government and the public in the professional reliance they can expect from forest professionals ▪ Conflicting views among members on the role the association should play in shaping public policy ▪ Inability of the association to engage successfully in public advocacy ▪ Inability of the association to resolve differences with other professions ▪ Inability to retain members who no longer work actively “in the field”
Operations	<ul style="list-style-type: none"> ▪ Inability to agree upon and manage priorities ▪ Lack of sufficient capacity, despite some staff additions, to play a leadership role as a profession and association ▪ Lack of time and ability for development of skills and capabilities needed to be a more proactive, leadership organization
Major Threats	<ul style="list-style-type: none"> ▪ Changes in the regulatory framework away from a “results-driven” model ▪ Leadership/competition by other resource professions to be the “premier” voice for resource management ▪ A decline in the economic viability of the forestry industry in BC

4. Organizational and Resource Options

Within the scope of its mandate and the provisions of the *Foresters Act*, ABCFP faces a number of critical choices that will impact on the size and scope of the organization in the future:

- The **role** ABCFP will play in sustainable forest development and the **protection** it will provide in the long-term to the public regarding forest stewardship
- The **value** it wishes to deliver to its members
- The **direction** it will take in either conserving its resources in a minimal organizational structure, or investing in future capacity for leadership.

In formulating our recommendations we considered four options for addressing the objectives of this review and the choices facing ABCFP in the future.

Option One. Reduce Staff Resources.

We do not see scope for reducing either senior or junior level staffing without significant cutback in existing activities, considerably greater reliance on volunteer resources, significant use of external resources who are less experienced in association requirements, or reduction in efficiency of other staff.

- For example, at senior levels, it might be possible to combine the role of Executive Director and Registrar, and rely on the Deputy Registrar and the Board of Examiners with staff assistance to carry out registration functions and resolve issues. However, this would increase the requirement for senior staff and volunteer resources to be frequently involved in application decisions and reduce efficiency and timeliness. It would also likely require moving the duties of compliance and enforcement to another manager with other responsibilities. This would reduce capacity for those responsibilities.
- As another example, it might be possible to remove an administrative position such as the receptionist and install an automatic telephone system. However, this would place greater requirements on other staff to undertake a variety of administrative duties (for both the office and volunteers) to which the receptionist currently contributes. This would reduce available time, which is already tight, for more value-added activities.

We also do not see viable outsourcing opportunities for the core functions of the association. Even in the areas of corporate and administrative services, the scale of activity in any one area is too small to achieve significant savings or benefits through outsourcing. Possible outsourcing possibilities might be in production of *Forum* and in website management. However, flexibility and skills required for overall communications activities would be considerably reduced, resulting in a lower level of communication services.

We do not believe Option One is viable.

Option Two. Maintain current resources with periodic additions of capacity.

For ABCFP to continue providing a basic but generally satisfactory level of protection to the public and service to its members, the present organizational structure and staff complement could be maintained at current levels.

The major risk ABCFP would face under this option is inability to meet its strategic goals to the full extent desired. This could have impact on the association's stature and effectiveness as a self-regulatory professional body. It might even lead to a reduction of government confidence in the concept of *professional reliance*.

However, ABCFP could continue to function as a self-regulatory body at present staff levels, focusing its resources primarily on the requirements of self-regulation and maintaining established communications and professional development functions. Core services related to self-regulation could continue to be delivered at a relatively satisfactory level but utilization of part-time staffing would be required to take the pressure off existing staff during peak periods of activity and through the current influx of RFT applications.

Under this option, attention would fall on day-to-day priorities, with limited time to address longer-term issues or engage in broader stakeholder relations and advocacy. Existing managers could continue to work on periodic policy and practice projects, contracting with outside consultants for in-depth research and expertise. However, deeper focus and attention to continual improvements in core processes might suffer.

We see Option Two as an acceptable option as it could, with part-time assistance, sustain traditional levels of service for the short term. However, we do not believe Option Two serves the longer-term interests of the association and its members and does not contribute effectively to strategic goals. We therefore do not recommend this option.

Option Three. Reconfigure and add support capacity.

This option addresses in part the objectives of Option Four that follow, by increasing capacity at support levels, thus freeing senior managers for more value-added work in support of strategic goals. It assumes that senior managers will maintain their current portfolios of responsibilities.

As in many smaller organizations, senior manager duties range from strategic decision-making to routine administration. Delegation of duties to “middle” managers is not always an option, as there may be no “middle” managers. Delegation of routine administration and clerical duties may also not be an option as administrative staff have a full existing workload.

We recognize that greater utilization of support resources would assist ABCFP in meeting its strategic goals, as it would help free up existing senior management positions to:

- Take more leadership in their primary functional areas of responsibility (e.g. registrations, communications, professional development)
- Permit more involvement in such “corporate” areas as policy development, advocacy, stakeholder relations, and member engagement.

We believe that there are talented staff currently employed by the association that could be delegated more responsibilities as well as routine clerical work in support of the senior level staff. Their own more time-consuming duties (e.g. filing, data entry) might then require support that could be supplemented by regular part-time resources.

At the same time, we also recognize that a middle layer of supervisors, coordinators or executive assistants would take even more of the load of operational and organizational responsibilities away from senior managers, allowing senior managers to focus primarily on strategic goals. With the present distribution of functions, this might include:

- Greater delegation of decision-making responsibility regarding registrations on to the Deputy Registrar (an existing position)
- Designating a position of Communications Coordinator (possibly, a redefined position) to share in more of the editorial and production duties of the Manager of Communications
- Designating a position of Professional Development Coordinator (a new position) to take on many of the organizational and registration duties associated with workshops and implementation of the Continuing Competency program
- A full-time Executive Assistant (a broadened position) to senior managers.

Option Three is a very practical option that facilitates more executive-level work and provides a wider range of career paths for junior employees. But it is not our preferred option for several reasons:

- Option Three does not specifically address the structure of responsibilities at the senior level. It does not clearly allocate responsibilities for achieving the full range of strategic goals and does not totally address the capacity of the senior management team to effectively focus on these goals.
- Option Three does not resolve how senior managers will juggle “issues-driven” work with their responsibilities for effectively delivering core programs and services (given the challenges of a growing membership base, a very full communications program and new services such as the Continuing Competence program). As we believe the volume of issues that the association is being

asked to address is rising, we believe that it is necessary to dedicate senior-level capacity to working on issues in critical areas such as public policy and stewardship practices.

- Option Three creates a defined middle layer of positions with associated costs before defining the specific deliverables of each department in terms of new initiatives that will be implemented.

We therefore do not recommend Option Three as the preferred option at this time.

Option Four. Strengthen senior resources to enable leadership initiatives.

If ABCFP determines that its vision is to enhance the protection it provides to the public in forest stewardship and enhance the value it provides to its members, we believe it will need to invest in longer-term capacity at a leadership level. This requires strengthening and reconfiguration of management and organizational resources to focus on the following objectives:

- a. Full incorporation of **forest technologists** as forest professionals
- b. Full understanding by the entire membership and by government, employers and the public of the concept of **professional reliance**; and full appreciation of the professional accountability and means for accountability required by this mandate
- c. Agreement and effective delivery on the role the association should play and the independent perspective it should provide in **shaping and advocating** changes to public policy and stewardship practices to serve and protect the public interest in matters related to forest resources.

Option Four is based on a **leadership** model of association management that is described in the Recommendation 1. It addresses the issue of capacity from the top, down. It examines the roles that senior managers should play in meeting strategic goals. It dedicates resources but continues to require teamwork.

Under Option Four there would be a requirement for an additional senior position to support:

- Input on and advocacy of public policies that uphold stewardship of forest resources and ecosystems
- Research, consultation and guidance to members on stewardship best practices and practice issues.

This position would not work on its own. We see the senior management group working together on many of the issues that the new position would coordinate—utilizing their expertise, providing support to taskforces or coordinating certain activities. However, we see the new position providing focus and leadership in an area that is critical to the association yet currently managed in a relatively ad hoc way.

Under Option Four, additional or refocused responsibilities are also allocated to other senior positions in support of strategic goals. In addition under this option, support positions would be required but these requirements would be specified over time as senior managers map out their plans for meeting their strategic goals. In the short-term, the Executive Director would have the flexibility to add part-time resources.

We favour Option Four as the preferred approach for ABCFP to address both its strategic issues and capacity issues.

Conclusion

Our recommendations are based on Option Four: strengthening senior resources to enable leadership initiatives.

A *leadership* model is required if the association is to meet the growing strategic demands on the organization. While the current regulatory workload is significant, the greatest unfilled gap in capacity is in processes related to the strategic goals of *professional reliance* and public policy influence. Our recommendations attempt to fill these gaps and propose greater flexibility for management to fill periodic peaks in transactional workloads.

Our recommendations follow in Section Five.

5. Recommendations

The following recommendations primarily address the internal, structural side of capacity—what resources are required—and to a lesser degree the process side—how things are done. The outcome side—intended results and benefits—is referred to in the linkage to strategic goals and in side boxes that link back to the roles of a professional self-regulatory body and association.

These recommendations focus largely on longer-term capacity; suggestions for short-term capacity improvements to relieve present workload can be found in the body of the report. Not all existing staff positions are addressed in the major recommendations and position titles are intended to be suggestive of the work to be done rather than a specified title.

Context

Ensuring BC's Forests are in Good Hands

When the many uses and values of forest resources are considered, as well as the biological, social, economic and political implications involved in forest management decisions, together with the regional differences in BC's forests, it is evident that forest professionals are in a complex and multifaceted profession.

In representing the public interest, ABCFP must meet its obligations as a professional body while responding to the complexities of the profession and its environment. In particular, ABCFP faces the following key challenges as a result of changes in legislation, expectations and membership structure over recent years:

- d. Full incorporation of **forest technologists** as forest professionals
- e. Full understanding by the entire membership and by government, employers and the public of the concept of **professional reliance**; and full appreciation of the professional accountability and means for accountability required by this mandate
- f. Agreement and effective delivery on the role the association should play and the independent perspective it should provide in **shaping and advocating** changes to public policy and stewardship practices to serve and protect the public interest in matters related to forest resources.

The following recommendations assume and support continued ABCFP commitment to effectively and efficiently administering the *Foresters Act*, including determination of who is/is not entitled to practice professional forestry and overall professional competency. They take into account the capacity needed for incorporating a broadened membership base. The recommendations also address a further commitment, and corresponding increase in capacity and activities, that would advance ABCFP in taking a leadership role in upholding stewardship of forest resources and ecosystems through greater involvement in influencing public policy and in shaping stewardship practices. This second commitment cannot be met without the first commitment to excellence as a self-regulatory body—the first commitment establishes the legitimacy and authenticity of the organization as representative of true professionals in the field of forest stewardship.

This further commitment—to advocacy—is one of the “objects” of the organization defined in Section 4 of the *BC Foresters Act*. ABCFP is “directed,” as part of its duty to serve and protect the public interest, to be involved in advocacy on matters related to forest stewardship. Not all professional registering bodies undertake this function—some have transferred advocacy along with member services and sometimes professional development to a separate organization, focusing their efforts on regulatory priorities consistent with their singular role as a registrar and regulator. A second organization then focuses on stakeholder relationships and being the “voice” of the profession, by advocating with governments and publics. The dual responsibilities entrusted to ABCFP of regulator and advocate, present certain challenges—one of which is having the means to meet expectations in this area.

5.1 Overall Recommendation

1. Primary Recommendation: Align ABCFP capacity with a *Leadership Model* as described below.

Observation: Outlined below are the attributes of a *leadership* model for association management, in comparison with a *management* model. The growing complexity and sophistication of the environment in which forest professionals operate and the scope and level of externally-driven change are placing increasing demand on ABCFP to adopt more of a *leadership* model in fulfilling its commitments to members and to the public—that is, to be proactive in developing strategies and solutions that go beyond registration and certification. In particular, ABCFP is being called upon to provide overall leadership in achieving the goal of *professional reliance*, as described in Section 2 of this report. However, ABCFP’s current organization is still largely structured at a capacity level that is more suited to the *management* model of association operation described below.

A *leadership* model requires working in three dimensions:

- **Integration and continuous improvement of core functions** to ensure they are aligned around strategic goals and adapt to a changing environment.
- **Growth into new areas of value-added activity** that support the organization’s mandate.
- **Involvement in developmental activities** that may involve initial risk for the organization but deliver value through the dialogue and relationships they create and the opportunities they open for the future.

A *leadership* model also requires **confidence** which comes from doing the basics well and achieving a sound financial footing. ABCFP should be in a good position to have this confidence, based on our analysis of both the organizational and financial strengths of the association.

Action: Align the capacity of the organization with a *leadership* model of association management by adopting the recommendations that follow in this report.

Strategic Goals to which this recommendation contributes: This recommendation recognizes both the overall mandate of the organization under the *Foresters Act* and the strategic goals outlined in the Association’s 2004-2006 strategic plan.

Considerations: The move to a *leadership* model will require time and planning to implement. The degree of leadership undertaken may vary by goal area and be constrained by financial resources.

Responsibility: Council

	<i>Management Model</i>	<i>Leadership Model</i>
Overview	A <i>management</i> association is effective in managing the standards, admissions, compliance & disciplinary processes related to certifying members as professionals and protecting the public interest. It is a source of information on professional standards and is proficient in identifying and communicating practices and trends that impact the association’s members.	A <i>leadership</i> association <u>proactively</u> manages and initiates improvements in the standards, admissions, compliance and disciplinary processes related to certifying members as professionals and to protecting the public interest. The association initiates and develops responsible strategies and solutions for advancing the policy climate and for advocacy at all levels. It seeks and implements innovative and creative programs & services that ultimately enhance value for all constituencies including the public. This model presumes a high level of sophistication, innovation and pro-activity.
Governance	The elected council or board governs and oversees core functions through committees who also contribute to planning and decisions while delegating day-to-day management.	The elected council or board governs through policies that establish organizational aims and define the council/CEO relationship. Committees oversee core outcomes but rely on staff for end-to-end management of functions.
Staff	Staff possess proficiency in managing and communicating legal, regulatory & practice issues impacting members. They effectively	Staff possess expertise and provide leadership in legal, regulatory and practice issues impacting members. Staff transparently, effectively and efficiently manage association

	<i>Management Model</i>	<i>Leadership Model</i>
	manage association business within defined budget guidelines.	business, and are held accountable on outcomes rather than processes.
Volunteers and Committees	The association relies on volunteer involvement for much association decision-making and working relationships with other organizations. The volunteer committee structure is based on established goals and objectives. Staff administrative support is provided.	The association relies on volunteer input and promotes widespread member engagement. Staff & volunteers forge strong partnerships at a strategic level. The association pursues working relationships with other related organizations. The committee structure is in part fluid, based on strategic goals; staff focus on objectives, timelines, resource allocation & budget. Staff provide administrative support but also make recommendations, develop and implement plans.
Relative Roles of Elected Leadership and Staff	Elected leadership determines vision and directs staff in goal development. It monitors implementation and provides qualitative feedback and counsel to staff in delivering organizational goals. Final authority on many decisions rests with elected leadership.	Elected leadership determines strategic vision and future direction and sets policies and parameters within which staff are empowered (given authority) to manage the organization. Staff develop goals and plans to implement the vision. Internal organizational structure is created and managed by staff.
Finances	The association has reliable revenue sources to operate the organization.	The association has a strong financial position and revenue sources to operate the association at optimum levels in both the short and long term. Suitable funding is available to act quickly on opportunities, threats and new initiatives. Staff are empowered to make financial decisions within established guidelines.
Communication	The association manages internal and external communications focusing on timely current information.	The association manages and updates internal and external communication systems and delivery vehicles. It focuses communication on enhancing current knowledge and discussion of strategic issues and trends.
Professional Standards and Compliance	Staff exhibit strong skills in professional standards administration and enforcement.	The association is a leader in standards development and enforcement. Staff effectively manage sensitive regulatory issues. The complaints and enforcement mechanism of the association is well recognized and utilized by members and the public. The association plays a leadership role on professional matters with other professional bodies.
Staff Relations	There is a good working relationship between and among the chief staff executive and all other staff.	The chief staff executive is a visionary leader of all other staff, and is not focused entirely on day-to-day operations. The chief staff executive gives senior staff significant latitude for individual initiative and decision-making.
Stakeholder Relations	Volunteer leaders and staff participate in effective relationships with: <ul style="list-style-type: none"> ▪ Government regulators ▪ Volunteer base ▪ Service providers 	Volunteer leaders support and staff lead in forging effective and synergistic relationships with: <ul style="list-style-type: none"> ▪ Government leaders and administrators ▪ Employers ▪ Service providers, consultants, contractors ▪ Influential persons, including members ▪ Media ▪ Related professions ▪ Allied groups who view the association as a source of information or are interested in building collaborative working relationships.
Policy Effort	The association consults on regulatory and policy issues when invited or when specifically called upon by its membership. It liaises with government regulators. It participates on advisory committees and provides updates on regulatory changes within its capacity to do so.	The association proactively develops positions on policy issues and undertakes to advance knowledge & greater understanding of issues of common concern to members and the public. It is able to analyze, address and impact regulatory & policy issues and proactively frame the regulatory environment. The association makes significant contribution on forest policy matters.
Advocacy	The association is an effective advocate during times of regulatory change to advance the profession and the association's public interest mandate.	The association initiates ongoing advocacy at all levels. It is a recognized leader in governmental advocacy to advance the public interest, the profession and the association's vision. It is proactive in public advocacy based on specified objectives. Overall it is a well-recognized and influential advocate on provincial forest policy matters.

5.2 Structural Recommendations

2. Designate a senior position of Director of Forest Policy and Stewardship Practices

Observation: Influence on public policy regarding sustainable forest management and assistance to members through development of professional guidelines to address practice issues figure prominently in the expectations many stakeholders and members have of the ABCFP. Both expectations arise from the goal of achieving **increased reliance** on ABCFP members as professionals.

ABCFP does not make public policy—nor is there an actual requirement for it to take a position on any particular issue. But the association is called upon as a collective body to help shape public policy, regulation and legislation—that is, to consolidate and present the perspectives and views of BC’s forest professionals to government policymakers, employers, other professions and at times to the public. In particular, Section 4 of the *Foresters Act* identifies as one of the “objects” of the association the following: *to advocate for and uphold principles of stewardship of forests, forest lands, forest resources and forest ecosystems.*

There is opinion that ABCFP, like some other governing bodies, should be cautious in entering the field of guidance to members and even more so the field of commenting on public policy, and should concentrate on its role of ensuring competence at the time of registration and through compliance enforcement. Nonetheless, even as a governing body, ABCFP is already charged with establishing standards of practice and conduct to guide forest professionals on accepted practice and professional behaviour. Further strategic commitment to this area of activity has to be determined by Council. The strategic issues to be considered include: the degree to which the public interest will be served by greater ABCFP focus in this area; the extent of risk of conflict associated with diversity of member opinion on some policy and practice issues; and the impact on the credibility of the profession and the association if more is not done in these areas.

Public policies are responses to issues that identify intentions and courses of action that will govern society.

Contribution to public policy by a self-regulatory body flows from one of the precepts of self-regulation.

Self-regulation is granted by a society when it believes a profession to be the only group to know its field well enough to define its own standards of practice. If it knows the field that well, then it should also have knowledge and perspective to help inform public policy.

There may however be other perspectives on policy that lend weight to or out-weigh the views of the self-regulatory body. At times, there may also be registered professionals who disagree with some positions taken by their governing body.

Likewise, ABCFP does not prescribe approaches to forest stewardship but is nonetheless being called upon by members and at times the government to provide perspective, present guidance and consult on best practices. While these services are non-binding and do not discharge professionals from responsibility, they are intended to assist members in dealing with specific forest stewardship and forest management issues. They can act as a framework for forest professionals to judge the quality of their practices and in some cases could act as a foundation for peer review.

The current, relatively ad hoc approach of the association to public policy influence and guidance on forest stewardship matters does not appear to fully meet the expectations of many members or of the government. Arguably, it may not fully serve public interest needs—particularly in a results-based regulatory environment that puts greater onus on *professional reliance*.

We therefore recommend a designated position that **focuses** on addressing and advocating researched responses to policy and stewardship issues, and also **engages in consultation** with members, employers and other professional organizations in addressing these issues. This position is called for by statute and by the expectations of many members and stakeholders.

This position may contribute knowledge or expertise in policy and stewardship matters to developing core standards of professional practice or conduct that bear authority; for example where knowledge of the standard is a requirement for registration or where a standard for practice or conduct provides a foundation

for complaint or peer review. However, we see the primary responsibility for definition of core professional standards to reside with the Professional Practices Committee supported by those senior association managers most knowledgeable about the area of standard under review.

To signal strategic commitment and to focus efforts operationally and perceptually, we believe it is advisable to focus the policy/advocacy/guidance roles of the association in a position which is separate from those that relate to registration, compliance and professional development. This does not imply that policy and stewardship practice work should be carried out in isolation—rather, to be effective, it should be performed with a high degree of consultation and involvement of resources internally as well as externally.

There are no existing staff resources to support this position. As this position develops, it will require assistance. The nature of this assistance will need to be defined as activities are better established.

Action: Support commitment to and increase capacity for taking a leadership role in serving and protecting the public interest in the areas of:

- Input on and advocacy of public policies that uphold stewardship of forest resources and ecosystems
- Research, consultation and guidance to members on stewardship best practices and practice issues.

Designate a senior position of Director of Forest Policy and Stewardship Practices to lead, consult, develop and deliver on initiatives that support this commitment.

This position will require the ability to work in a multi-stakeholder environment and should report to the Executive Director. The position will work closely with and draw direction on priorities from the Stewardship Advisory Committee and the Professional Practices Committee, and ultimately from Council.

Strategic Goals to which this position contributes: This position contributes to the strategic goal of forest resources stewardship and the overarching goal of *professional reliance*, as well as to government relations, employer relations, inter-profession relations and public relations goals.

Potential Responsibilities as Director of Forest Policy:

- Assist the association to effectively engage and advocate in all important, forestry-related public policy issues in the province of BC
- Develop a plan and implementation processes for consistent contribution to issues research and thinking, development of discussion forums, and development, communication and delivery (advocacy) of position statements where appropriate
- Monitor legislative and policy developments; track and communicate issues to the membership and relevant committees on a proactive basis; monitor issues arising in association committees to assist in coordinated review and response
- Work cooperatively with other staff, members, volunteer committees, taskforces and contracted experts engaged in the discussion and development of policy positions; provide support where appropriate
- Develop processes to solicit member feedback and debate on issues of importance to the profession.
- Provide support services to ensure that policy discussion engages and consults with key stakeholders (including employers, environmental or special interest groups, First Nations); facilitate contacts as required

Standard-setting is a responsibility essential to self-regulation. Self-regulation is granted by a society when it believes a profession to be the only group to know its field well enough to define its own standards of practice.

Development of practice standards involves addressing a broad range of roles and activities that lead forest professionals to achieve the good that society wants to derive from the profession.

There are various levels of standards:

- **Core** standards of professional practice and conduct—which are fundamental to professional membership and for which members are held to specific account
- **Acceptable**, often universally applicable standards—which reflect good/best practices or principles but may not be defined as core; they nonetheless have a bearing on accountability in upholding the public interest.
- **Developmental** standards—which are not fully acceptable and/or universally applicable but are of value through the dialogue they create and the improvements in practice they promote.

- Work cooperatively with other natural resource professional organizations in BC and beyond to better integrate policy positions related to management of forests and to strengthen the voice of the natural resource community
- Coordinate with Council and other senior management in advocacy at government and industry levels; coordinate with the Manager of Member and Public Communication in advocacy at the public level.

Potential Responsibilities as Director of Stewardship Practices:

- Assist the association to effectively guide members (both RPFs and RFTs) in their decisions and actions in management of specific and perhaps difficult forest stewardship issues; in doing so, support the ABCFP goal of *professional reliance*, ensuring that responsibility for appropriate action continues to rest with members
- Provide forest stewardship perspective on and contribute to development of core standards of professional practice and conduct along with the senior leadership team of the association; such standards would be defined by the Professional Practices Committee and approved by Council
- Monitor forest stewardship issues of importance to members and recommend issues for formulation of guidelines based on criteria such as level of concern or difficulty, impact/consequences, urgency, adequacy of knowledge, etc.; coordinate input from staff and members
- Coordinate advocacy of best practices or practice guidelines among influential stakeholders, such as employers and government officials, to gain their support
- Work cooperatively with other staff, members, volunteer committees, taskforces and contracted experts engaged in the development of guidelines to support forest stewardship; provide support where appropriate
- Support the association's practice advisory program that provides members with confidential advice regarding ethical and practice matters.

Other Potential Responsibilities:

- Ensure that Council and Committees are appropriately supported and coordinate use of contractors working on policy papers or forest management guidelines
- Contribute to a membership knowledge base of policies and practices
- Operate as part of the senior management team to define, deliver and monitor the ABCFP strategy, ensuring that it properly reflects and addresses the needs of key target audiences.

3. Strengthen the senior position of Registrar, Compliance Director & General Counsel, to play a leadership role in implementing professional standards of admission & practice and implementing complaint, enforcement & discipline programs

Observation: Admission of members, the setting of standards of competence and conduct, and management of compliance and discipline processes are core functions of a professional regulatory body that require committed resources and continual improvement to reflect changing conditions. Two of the objects of the association in the Foresters Act are to establish, monitor and enforce:

- standards of education and qualifications for enrolment, registration and continued membership in the association, as well as
- codes of conduct and standards of practice for its members.

There are a number of challenges that face ABCFP in meeting its strategic goals in these areas:

- Challenges associated with achieving the overarching goal of professionalism and increased *professional reliance*
- Changes in academic standards for admission under review at a national level.
- A surge of RFT admissions and a learning curve in accrediting prospective members based on prior learning and experience.
- Concern regarding the utilization of compliance and discipline processes by members and other stakeholders.

All of the above call for considerable focuses on the self-regulatory functions of ABCFP in the foreseeable future to sustain the continued authority and credibility of the association as a professional body.

In addition, there are a number of areas of opportunity that have been proposed by stakeholders as calling for leadership and direction. Some of these that could benefit from input and/or leadership of the association's "chief regulatory officer" include:

- Examination of potentially relevant changes in self-regulatory models in other professions, such as revalidation of membership, greater use of audit and outcome-based oversight and compliance programs, flexible standards that broaden membership potential, etc.
- Re-examination of the relative roles of the Board of Examiners and the Registrar's department in examination and registration matters, with the potential for moving to a more oversight or review model for the Board
- Public reporting on complaint and discipline matters
- Closer relationships and information sharing with other bodies of resource professionals (such as engineers, biologists and agrologists) to foster inter-professional coordination in the public interest

Registration and certification of members is the core activity of a self-regulatory body. Without registration, no one may engage in practices outlined in the *Foresters Act of BC* nor use a professional title.

Self-regulatory bodies also watch over the practices of registered professionals within their jurisdiction and discipline those whose practice does not meet minimum standards of professional conduct established by the governing body.

Self-regulatory bodies may also comment on regulatory issues affecting the practice of their professionals.

Self-regulatory bodies increasingly operate in a complex environment that requires cooperation with regulators and other professions in furthering the public good.

We therefore recommend that the position of Registrar, Compliance Director and General Counsel be **focused** on identifying opportunities for continued improvement in the registration and compliance processes of the organization for both RPFs and RFTs, and also be **engaged in special initiatives** to strengthen the organization as a strong, credible self-regulating body in the eyes of its many stakeholders.

As part of its role, this position may contribute knowledge or expertise in self-regulatory, disciplinary and public interest matters to developing core standards of professional practice or conduct that bear authority; for example where knowledge of the standard is a requirement for registration or where a standard for practice or conduct provides a foundation for complaint or peer review. However, we see the primary responsibility for definition of core professional standards to reside with the Professional Practices Committee supported by those senior association managers most knowledgeable about the area of standard under review.

This position has significant implementation and operational responsibilities. There is currently a Deputy Registrar and two supporting staff who administer registration processes. At present, a surge in RFT admissions is requiring further part-time assistance. Specialist advisory resources (e.g. legal) are contracted when required. Support resources will need to be re-evaluated regularly as trends in admissions change, as records management evolves and as any significant changes in compliance and enforcement processes are undertaken.

Action: Strengthen the position of Registrar, Compliance Director & General Counsel by focusing and enhancing this position to provide leadership in strategies that build and sustain the public's trust in self-regulation by forest professionals. This position should report to the Executive Director. At this time, this position includes the role of an in-house General Counsel, which continues to be a beneficial service to the association.

Strategic Goals to which this position contributes: This position has direct responsibility for achieving the strategic goals of admissions and member discipline and act enforcement. It contributes to the goals of professionalism and *professional reliance*, as well as to government relations, employer relations and inter-profession relations. This position also contributes to overall membership growth of the organization.

Potential Responsibilities as the Registrar:

- Develop, implement and deliver an effective and efficient registration operation, ensuring integrity and transparency of processes and records
- Develop policies and practices for registration as a forest professional in BC; interpret registration standards and practices to prospective members and other constituencies
- Support association volunteer committees in periodic reviews of admission standards to the profession, including more inclusive academic standards and specification of experience requirements
- Provide regulatory and overall public interest perspective on and contribute to development of core standards of professional practice and conduct along with the senior leadership team of the association; such standards would be defined by the Professional Practices Committee and approved by Council. This position would be responsible for implementing these standards through registration and compliance processes
- Assist in work to proceed with voluntary certifications under ABCFP auspices
- Work to encourage registration of forest technicians, capture of a wider range of forestry graduates and eventual broadening of the profession into a “natural resource management” profession
- Assume leadership in the development, implementation and supervision of member information systems; maintain and enhance systems to support and improve registration and recordkeeping practices
- Provide direction to and supervise the day-to-day activities of the Deputy Registrar and registration staff on application, examination, professional report and registration operations and issues arising from these operations
- Support the work of the Board of Examiners.

Potential Responsibilities as Compliance Director & General Counsel:

- As Compliance Director, provide consultative support to volunteer committees in development and implementation of an effective and efficient compliance program, involving both proactive measures and enforcement actions. This could include:
 - Promote the utilization of complaint processes and the complaint resolution system among members and stakeholders and advance understanding of the integrity of the compliance program
 - Develop and coordinate training programs that educate members on compliance issues and reporting processes
 - Maintain and improve means of communication by which members or the public may seek guidance or report suspected misconduct (“whistle blowing”)
 - Coordinate the investigation of reported matters relating to compliance and examine procedures to determine whether there are opportunities for balancing due process with timeliness
 - Respond to inappropriate conduct by overseeing the implementation of remedial action, including disciplinary action, when warranted
 - Coordinate review of risk areas through member input to assess compliance issues
 - Work with volunteer committees to update policies and procedures to address specific risk areas.
- As General Counsel, provide expertise on legal matters
- Support, along with the Director of Forest Policy and Stewardship Practices, the association’s practice advisory program that provides members with confidential advice regarding ethical and practice matters.
- Inform and regularly communicate to members lessons learned from the regulatory and compliance processes.

Other Potential Responsibilities:

- Assist volunteer committees with special professional practice initiatives such as:
 - code of ethics review (an objective in the strategic plan)
 - national standards review
 - inter-profession practice issues
 - RFT practice rights
- Contribute to development of strategies toward merger or amalgamation with other forest resource associations
- Operate as part of the senior management team to define, deliver and monitor the ABCFP strategy, ensuring that it properly reflects and addresses the needs of key target audiences.

4. Extend the current mandate for communication to more explicit public as well as member communication, and designate a Director of Member and Public Communication

Observation: Communication by ABCFP to members (in the form of a bi-monthly publication, the *Forum*, e-newsletters and other bulletins) is very well received by members and other stakeholders, and is efficient and cost-effective. Continued excellence in communication is valued by the membership and is an integral function for professional associations and self-regulatory bodies.

Future member and public communication by ABCFP will depend, to some extent, on the emphasis it receives among other strategic priorities. Regardless of any explicit goals, expanded activities in other parts of the organization around public policy advocacy, development of stewardship practice guidelines, and professional development and member engagement will result in more information to be communicated and more work for the association's communication staff.

At the same time, advocacy on behalf of the profession as protectors of the public interest and on forest policy issues on a broader and more public scale is now a clear strategy and role of the association. However, ABCFP does not currently engage to any significant extent in public communication and does not have a defined long-term strategy for public relations and communication with objectives and deliverables.

While ABCFP has made excellent progress in using internet technology to communicate with its members and its publics, there is greater potential in using this medium to broaden and deepen its communication both to and from stakeholders and to link with the membership database and other functions such as knowledge management.

As a result, we recommend extending the current Manager of Communications position to include both member and public communication. We believe this position should provide leadership in opening up greater channels of communication and advancing existing channels.

There is currently one support position in the communications department. As communication plans develop and as activities in other areas of the association are expanded, additional support resources—at a more technical as well as administrative level—will be required to implement strategies.

Action: Designate a position of Director of Member and Public Communication to lead, develop and deliver on communications and public advocacy strategies. This position should report to the Executive Director.

Strategic Goals to which this position contributes: This position supports the Communication and Public Relations goals in the association's strategic plan. Note that advocacy at government, employer and inter-profession levels is intended to remain a shared responsibility among Council and senior management.

Potential Responsibilities of the Director of Member and Public Communication:

- Develop, implement and evaluate a coordinated member and public communications strategy, identifying desired outcomes and building on existing communication tools and developing new ones
- Assist the organization in the definition of objectives for public advocacy; for example, the extent to which the association will:
 - Raise public awareness of the profession, the critical contribution that forest professionals in BC make to sustainable forest management and the concept of *professional reliance*
 - Raise employer and public awareness of and confidence in the association as a regulator

Communication is an integral function for self-regulating bodies and professional associations.

A self-regulating profession has to act in the public interest but must also be seen to be acting in that interest. Communication with the public—about the profession, about how it is performing in self-regulation and to share information and knowledge—is increasingly recognized by professions as a necessary strategy to establish public trust and confidence in their profession.

Similarly, professional associations are only successful if they create and strengthen relationships among their members and with other stakeholders including the public. Communication, both to and from stakeholders, is critical to the success of these relationships.

- Help to shape public opinion and widen knowledge on the ethics, values and standards of forest professionals
- Take the lead in coordinating delivery of proactive as well as responsive comment and information on issues as a single unified voice for forest professionals
- Assist with encouraging entry of students into forestry education programs through increased communication to this audience
- Develop services that would assist members with public advocacy and communication—for example, provide members with guidance on effective participation in public involvement processes
- Develop and implement a proactive approach towards the media and press communication, with the aim of raising the profile and understanding of the work of forest professionals in BC in the media
- Open up greater channels of communication and be responsible for managing communication through the association's website
- Work closely with Council, Committees, members and the Executive Director and other senior management in delivery and support of communication and advocacy strategies
- Coordinate suppliers and contractors to implement communication and advocacy strategies.

Other Potential Responsibilities:

- Operate as part of the senior management team to define, deliver and monitor the ABCFP strategy, ensuring that it properly reflects and addresses the needs of key target audiences

5. Extend current mandates to be more proactive in engaging members in professional development, value-added participation in association affairs and interaction with one another, and designate a position of Director of Member Development & Engagement

Observation: Providing members with enhanced opportunities for professional development is one of the key objectives under the association's strategic goal of Professionalism.

Delivery of continuing professional development services in the form of workshops, the AGM, and special events is well received by members. With the addition of new RFT members, the constituency base for these services is expanding and diversifying and integration of RFTs into the fabric of the association is a key objective. At the same time, the association has also set Member Relations as a goal, including a high level of engagement of members in association affairs and in understanding of association goals, as well as providing means for the association to be aware of member views and circumstances.

Another objective under the association's Professionalism goal is proceeding with the further development and the phased implementation of the Continuing Competence Program. A continuing competence program demonstrates that members are enhancing their ability to apply professional knowledge and values beyond proficiency in a common body of competencies and are undertaking further education and practical experience in their chosen area of practice. A Continuing Competency Program requires staff administration as it expands. In the shorter term, senior-level support is required to ensure continued progress in development.

Member development and engagement are continually moving targets, as responsibilities of members can change with changes in the regulatory and working environment. With the introduction of the *Forest and Range Practices Act* in BC, the responsibilities of forest professionals have increased and the needs of members for sharing understanding of the role they play have intensified.

However, member development and engagement are often under-developed and under-resourced areas in professional associations because of budget constraints and less relative emphasis as programs are not always mandatory.

For ABCFP, design and implementation of member development and engagement programs is an important activity that supports increased *professional reliance*. We therefore believe that a position of Director of Member Development & Engagement can bring greater focus and greater capacity for staff leadership in this area. Currently forest policy and professional development responsibilities are grouped in a single position. By moving public policy and stewardship practice responsibilities into a separate position, the Director of Member Development & Engagement can better focus on professional development services to members and support of interactive member activities. This position may also then have the capacity to take on special projects or services on behalf of members (examples from other associations include charitable activities, career services, student support, etc.).

This position will have significant implementation and operational responsibilities. There is currently no administrative support for this position. As plans and programs develop, this position will require assistance to coordinate and administer programs. Periodic, short-term support for established activities, especially in peak cycles, would also be of benefit, freeing up the director for planning and development work.

Action: Designate a position of Director of Member Development & Engagement to lead, develop and deliver on member professional development and member relations services. This position should report to the Executive Director.

Strategic Goals to which this position contributes: This position supports the strategic goals of Professionalism and Member Relations, and potentially could contribute to Membership growth.

Potential Responsibilities as Director of Member Development & Engagement—Professional Development objectives:

- Work with the Professional Development and Professional Practices Committees to develop and implement current and further phases of the Continuing Competence Program.
- Continue to carry out professional development needs and means assessments to identify most effective programs delivery methods
- Develop, implement and continually improve a professional development framework that identifies and focuses on learning outcomes, promotes life-long learning and links to ongoing member career development
- Work with the Director of Forest Policy and Stewardship Practices to develop a plan and implementation processes for consistent contribution to member knowledge and perspective on matters of stewardship and good practice and the means to make this knowledge available at point of practice
- Help equip members to effectively represent the forestry profession and develop and work with Communications to publicize information resources about the profession.
- Support the AGM planning committee in its review of the composition and structure of AGM to ensure that it meets current and future needs.
- Identify and deliver opportunities for inter-professional education and professional development identifying appropriate workshops, programs, methods and participants
- Create and initiate new professional development services and internally developed learning opportunities that are unique to ABCFP, that might appeal to other professionals and that might present opportunities for generating revenue.

Continuing professional development is a responsibility essential to self-regulation. Professionals are often said to be life-long consumers of learning.

Professional development includes all the activities that lead forest professionals to enhance their knowledge and skills in all of their roles and responsibilities.

It ensures that forest professionals remain fit to practice in a complex context and also develops knowledge and competence to advance practice.

There are 3 models of continuing professional development:

- **Update model**—provide practicing professionals with levels of knowledge and skills comparable to those graduating today from professional schools
- **Competence model**—provide required competency for professionals in order to be able to continue practice. Competence is the quality or state of having sufficient knowledge, judgment, and skill to carry responsibility and provide desired services.
- **Performance model**—focuses on all variables which have a strong influence on professionals' performance, such as working environment, teamwork, leadership style, etc.

Continuing professional development can be voluntary, a requirement for active membership or linked to a revalidation system that might include practice audits. There is no one blueprint for all professionals.

- Identify and facilitate delivery of commercially available training (including web-based learning systems) related to professional competencies
- Develop and implement an on-line database of educational and training programs, resources, opportunities and training providers to assist members with self-directed learning

Potential Responsibilities as Director of Member Development & Engagement—Member Relations goal:

- Define the objectives for member relations—at grass-roots, practice area and geographic levels.
- Develop, implement and evaluate a member relations strategy that may include member events; community-level groups and/or programs; community of interest groups; new volunteer and member orientation & integration programs; and creation of other member service programs
- Understand and adapt practices used by other associations to develop member relations
- Develop measurements for and monitor member satisfaction
- Help provide new venues for members to generate and share ideas and problem solve (e.g. online message boards where members share ideas)
- Personally engage in activities to improve member relations such as presentations and support of member initiatives
- Promote involvement of members in volunteer committees and community-level networking groups
- Work closely with the Registrar in maintaining an up-to-date membership profile that can be leveraged for member relations development and communication
- Assist in engaging prospective members and students in member activities to promote the profession and membership.
- Assist in engaging other professions in ABCFP member activities to promote relationships and understanding of the role of forest professionals.

The goal of member engagement flows from the precepts of an association as a collective body.

Associations exist to organize and unite their members for fellowship as well as to add voice to and stature in relationships with stakeholders.

In addition, member interaction contributes significantly to interchange of ideas and to member learning.

Member engagement also involves assessment of needs, feedback and opportunity to voice opinion.

Other Potential Responsibilities:

- Contribute to continuing evaluation of professional practice standards by sharing feedback obtained from members on practice needs and the knowledge members seek from professional development
- Work closely with the Manager of Member and Public Communication to define the best means of delivery of communication related to member professional development and member relations
- Operate as part of the senior management team to define, deliver and monitor the ABCFP strategy, ensuring that it properly reflects and addresses the needs of key target audiences

6. Develop and evaluate the Executive Director and management team in the context of a leadership model of association management

Observation: The position of Executive Director of the association is critical and pivotal to the success of the association. The following matrix outlines key competencies required of an association executive director.

Leadership	Association Structure & Management	Direction & Strategy
<ul style="list-style-type: none"> ▪ Vision ▪ Conceptual skills ▪ Ethics ▪ Motivation & teambuilding ▪ Innovation & creativity ▪ Change & flexibility ▪ Continuous improvement 	<ul style="list-style-type: none"> ▪ Legal & statutory structure ▪ Governance & decision-making processes ▪ Policy & bylaws ▪ Volunteer engagement and effective use of limited time ▪ Effective, efficient organization structure & staffing ▪ Fee & revenue structure 	<ul style="list-style-type: none"> ▪ Strategic planning & management ▪ Monitoring & evaluation ▪ Reporting & accountability ▪ Knowledge management ▪ Risk management ▪ Strategic alliances & partnerships

Membership & Stakeholder Relations	Professional Programs & Services Management	Support Operations Management
<ul style="list-style-type: none"> ▪ Understanding membership & stakeholder needs ▪ Member relations & events ▪ Member communications ▪ External relations & communication ▪ Advocacy 	<ul style="list-style-type: none"> ▪ Credentialing & registration ▪ Compliance & discipline ▪ Policy development ▪ Professional development ▪ Continuing competency 	<ul style="list-style-type: none"> ▪ Human resources ▪ Association systems & practices ▪ Financial & budget management ▪ Office management

In addition to overall accountability for the successful operation of the association, we draw attention to the following as critical areas of focus for the executive director of ABCFP as the association moves to a more *leadership* style of association management:

- Efficient and effective relationship and information-sharing with the Council in support of good governance practices and development of a vision of the association in the longer-term
- Development, together with Council, of performance measures and a scorecard mechanism for the organization to monitor, measure, report and control progress in achieving its annual business plans and its longer-term strategic plan
- Raising of the profile and credibility of the profession and ABCFP as a regulator
- Promotion of the understanding of, uptake of and confidence in *professional reliance*
- Consultative relations with government, industry and other bodies or professional groups with interest in forest policy and professional practice issues
- Development of the senior management team through coaching, delegation of authority and accountability and teamwork
- Development of the organizational structure and culture to support leadership in self-regulation, communication, member development & engagement, influence on policy & practices, and sound finances & administration.

In particular, we note that no one person has the capacity to engage in all the areas for which the Executive Director is accountable on a day-to-day level. Delegation of authority and accountability is clearly required, especially under a *leadership* model. This requires the development and strengthening of the management team and organizational structure, encouragement of a culture of teamwork and learning, and judicious use of support resources.

In addition, the requirement for succession of the executive director is within sight, given the age and tenure of the current Executive Director (although not within immediate sight given the generally-acknowledged effective performance of the current Executive Director). This necessitates early attention to evaluating the role and performance requirements of an Executive Director, in order to optimize the strengths and mitigate the weaknesses of the existing Executive Director and to identify the competencies and qualities to be sought in a successor. This is a matter for which Council is responsible through its Executive Committee.

Action: The roles and responsibilities of the Executive Director need to be clearly defined and translated into short- and long-term performance expectations as the association moves towards a more *leadership* model of association management. The Executive Director should focus on development of the management team and organizational structure and culture that support a *leadership* style. The Council together with the Executive Director should develop performance measures and a scorecard mechanism for assessing ABCFP organizational performance in achieving *leadership* goals.

Strategic Goals to which this recommendation contributes: This recommendation contributes to the strategic goal of finance, with the objective to manage association finances prudently and efficiently but it also relates to a broader goal of enabling the association to have the capacity, in the form of a productive and motivated executive director, to withstand shocks and pursue opportunities. It is also pivotal to achievement of all the other goals in the association’s strategic plan.

Responsibility: Council and the Executive Director.

5.3 Supporting Recommendations

7. Assess, select and implement new Membership Database and Accounting Software to utilize the most appropriate information technology for a growing membership organization

Observation: Information is integral to the successful functioning of the ABCFP. Information about members and the tracking of member registration, renewals and deletions are important activities under self-regulation. Member data is also vital to maintaining ongoing communication with members. In addition, information exchange about the profession, its standards and its viewpoints is a service to members and the public. Some of this is electronically provided through e-mails and the association website; some of it is shared through mailings.

Central to a self-regulating profession is a membership database. The integrated membership database and accounting software, M-Track, has served the needs of ABCFP relatively well at reasonable cost, but there are concerns with its continued use (in rough order of significance):

- M-Track is not well supported by the vendor and there are significant concerns about future support that could put the association at risk
- M-Track holds member and financial data to meet the basic needs of the association but is not a solution with the flexibility to assist in the delivery of the organization's mission at broader levels, such as providing a knowledge database or online e-commerce capability linked to the membership database and/or accounting functions (such as online payments & confirmations, or profile updating).
- The current software continues to be the source of periodic problems and frustrations by staff
- The addition of RFTs to the database adds volume and new data requirements
- "Ownership" responsibility for the database is not well defined
- Cleanup of the database is not well integrated among users of the database
- Manual intervention is required for some functions.

Reinvestment in a new member database and financial software will require a short-term increase in expenditure that should result in savings and improved functionality in the future. While a comprehensive assessment of the current database software is required—both in terms of costs and benefits when compared to other available software, we believe this is an opportune time for such an assessment. Expansion in membership and in the data entry workload, together with questions about the future reliability of vendor support, make it appropriate to evaluate the current software.

While evaluating alternatives, consideration should be given to reviewing the information technology infrastructure of ABCFP as a whole in the strategic context of needs for the future, such as knowledge databases and enhanced internet capability. Consideration can also be given to the option of outsourcing some or all functions to obtain access to the best technology and support resources.

We also believe that consideration should be given to migrating responsibility for information technology management from the Registrar to the Director of Finance & Administration. In the shorter term, joint cooperation on an information technology review would facilitate future migration of responsibilities.

Action: Assess current database/financial software relative to alternatives. If warranted, "bite the bullet" and select, invest in and implement membership database and accounting software that has improved functionality (e.g. e-commerce capability) and vendor support. Integrate, if possible, with other database needs that support the practice needs of members (e.g. knowledge base). Determine appropriateness of carrying out an overall information technology infrastructure review at this same time, and act accordingly.

Strategic Goals to which this recommendation contributes: This recommendation contributes to the strategic goals of admissions, member relations, communications, membership growth and finance.

Considerations:

- Get member input on needs for online services and access to records
 - Examine choice of a database in strategic terms, taking into account factors such as needs for a knowledge database and information exchange
 - Coordinate with website development
 - Included should be review of:
 - Database maintenance
 - Related hardware and desktop applications
 - Web site updating and maintenance
-

8. In the short term, add flexibility through part-time staff and support staff-driven productivity improvements in administrative functions. In the longer term, selectively increase administrative capacity to support development of leadership positions.

Observation: ABCFP is a relatively lean administrative organization that, when needed, calls on outside resources to support association administration.

Staffing at levels below the four senior positions that currently report to the Executive Director consists of six positions with varying levels of responsibility, knowledge and skill:

- one manager, the Deputy Registrar
- a registration coordinator and a registration assistant reporting to the Deputy Registrar, (currently supplemented by a part-time assistant)
- one communications assistant
- one bookkeeper and administrative assistant
- one receptionist/executive secretary.

Aside from the Deputy Registrar who has supervisory duties, three positions provide operational and administrative support in the registration and communications functions and two are considered part of the general administrative structure of the organization. At the present time, we see no scope for reducing support staff in the registration and communications departments. In fact, based on admission levels and the range of communications activities, we see a need for short-term or periodic part-time support and believe that the Executive Director should have the flexibility to provide such resources as needed. In the future, technology changes may improve productivity but might also enable additional functions to be undertaken which would not necessarily reduce the need for staff.

The future support requirements for the senior-level positions defined in recommendations 2 to 5 have received comment under each of those recommendations. Additional support positions will enable senior managers to take more of a leadership role, although in a small- to mid-sized professional organization senior managers must, of necessity, also be “doers” as well as “planners.” A careful evaluation of support needs will need to be undertaken to identify selective increases in capacity. This evaluation should consider expansion in senior staff responsibilities, talents of existing staff for more value-added work and the value that members place on leadership by their professional organization versus the cost of that leadership.

In the general administrative area, the association relies on two dedicated administrative staff, assisted by any and all other office staff in peak work periods. General administrative functions include:

- AGM and other meeting/workshop support
- Bookkeeping and accounting support
- Council “package” preparation
- Member mailings
- Office and supplies management
- Receptionist and internal meeting support services.
- Secretarial support to the Executive Director and senior managers—currently limited as senior managers are self-sufficient in computer-based correspondence

There is no scope for reducing general administrative staffing to one position without either the loss of a function or the frequent risk of insufficient resources, short-notice temporary staffing or diversion of other staff from operational or more value-added duties. In addition, cost savings would be relatively small compared to loss of flexibility.

At the same time, the volume of work in any one general administrative area appears to be relatively small or of short durations and does not at present warrant outsourcing contracts. Significant growth in membership and in services may change this situation—either adding enough volume of work to require the efficiency and technology of an outside provider, or adding new requirements for knowledge and expertise that might be best provided externally.

We believe that judicious use of part-time support resources and continuous updating of desktop and communications technology appears to be a more common-sense approach for efficiently managing the association's administrative functions in the short term. In addition, as increased delegation of routine and clerical work to administrative staff benefits the organization by freeing up senior time for more value-added activities, opportunities should be sought by senior managers in all areas to better utilize existing junior staff and routinely contract for added administrative capacity in peak periods.

In the short term, we do not recommend immediate addition of administrative assistance to support the redefined management positions or the new position of Director of Forest Policy and Stewardship Practices. We suggest instead that those in management positions should continue to be relatively self-sufficient and initially utilize existing administrative staff until such time as an approved and prioritized plan of activities has been defined to support proposal of the need for additional administrative resources.

To identify opportunities for productivity improvement, it is recommended that systematic evaluation of opportunities for improved productivity in delivery of administrative functions be undertaken. These evaluations can be carried out over time as a series of staff-driven projects focused on very specific activities (e.g. mailings, database changes, Council "packages") rather than broad functional areas. Our experience indicates that such projects should have a stated objective of either 25% reduction in cost and/or 25% improvement in benefits. The process for these improvement projects would include:

- Assign staff to develop criteria (cost/savings, quality/performance of service, expertise needed, alternative use of staff time, cyclical, security, flexibility, time constraints) by which to evaluate each of the current administrative and technology services.
- Establish a mechanism and schedule for periodic effectiveness reviews of administrative processes.
- Create a staff-driven "improvement team" to evaluate the timing, quality and volume of transactions associated with providing these services against the criteria to determine how well the interests of the association are being served by current staff utilization versus alternative use of part-time or external resources or greater application of technology.

Action: In the short-term, enable flexibility in administrative staffing and productivity improvement by supporting:

- The Executive Director and Director of Finance and Administration in contracting for part-time resources to assist with peaks of activity in current association functions
- Staff-driven productivity improvement projects.

In the longer-term, once recommended changes in senior positions have been approved and a prioritized plan for implementation of new responsibilities has been established, evaluate the desired outcomes, benefits and costs of additional administrative support for these positions, looking at both dedicated and shared resource options and at better utilization of existing experienced support staff.

Strategic Goals to which this recommendation contributes: This recommendation contributes to the strategic goal of finance, with the objective to manage association finances prudently and efficiently, and also supports the overall goals of the association.

Responsibility: The Executive Director and the Director of Finance and Administration

9. Improve Human Resource Management Practices

Observation: The move towards policy governance and a *leadership* style of association management makes it imperative that greater attention be paid to human resource management practices.

Action: Implement:

- Development of performance measures and consistent performance appraisals
- Development and training of staff to motivate and enable staff to perform consistently to the highest standards by:
 - providing equality of opportunity to all staff to access training and development
 - supporting training to meet needs identified through appraisals and operational planning
 - supporting team development through training
 - supporting professional development of all staff towards relevant credentials
- Management planning that is bottom-up as well as top-down.
- Clear allocation of responsibility for various personnel functions including, but not limited to, hiring, performance appraisals, promotions, transfers and vacation schedules.

Strategic Goals to which this recommendation contributes: This recommendation contributes to the strategic goal of finance, with the objective to manage association finances prudently and efficiently but it also relates to a broader goal of enabling the association to have the capacity, in the form of a productive and motivated workforce, to withstand shocks and pursue opportunities.

Responsibility: Director of Finance and Administration together with the leadership of the Executive Director.

10. Align Committees, taskforces and staff responsibilities to enable a more *leadership* style of association governance and management by reviewing Committee mandates and structures

Observation: The Association of BC Forest Professionals has moved to a *policy governance* model for association governance. *Policy governance* provides the accountability link between “shareholders” and management, where management is empowered to run the organization. *Policy governance* enables a more *leadership* style of governance if the governing Council and its committees preserve the Council-CEO relationship by not stepping in to help or advise management on various topics. However, *policy governance* in and of itself does not necessarily cause the organization to act in a *leadership* fashion unless that is the clear direction and expectation set by Council to which it holds management accountable.

The Committee system of the ABCFP is very important to the association’s success. The underlying principle of the committees is that members “drive” the organization both as a regulatory body and as a member-serving body. Committees are part of the governing structure of the organization but also add greatly to the capacity of the organization. By adding capacity, committees and their volunteer members engage in the business of the organization, providing services (e.g. marking of examinations) as well as guidance (advice on practice matters). It has been the operating style of the association that staff levels be kept low and that volunteers contribute to the work of the organization.

The ABCFP Committee system is well established, mature and functions well. However, there are some apparent issues:

- The work of many Committees appears to go beyond what is normally the object of committee responsibility under a *policy governance* model—under this model, committees help Council with some aspect of its job. In many cases, it is difficult to determine to what extent ABCFP Committees help Council or help management with aspects of their job. This is largely because Council has retained many decision areas for itself. Under a move to a more *leadership* style of governance and association management, delegation of more authority for decisions—particularly more routine

decisions—to management and staff would free up Council and committees for playing a more leadership role. It might also create more capacity in the organization, if decision making becomes more stream-lined and decisions are taken at lower levels. To make this work, review and accountability mechanisms might need to be strengthened.

- At the same time, Committees and taskforces of volunteer members extend the capacity of the organization to do its work. In such cases, it is not always clear where the governing role of Committees stops and the volunteer effort role of Committees begin.
- The relationship of taskforces to Committees and to management is not always clear.
- There appears to be alignment of committees and taskforces with the objects of the *Foresters Act* but there also appears to be room for clarification.
- Volunteer committees and staff organization do not fully align and this makes it unclear what staff support is expected or which staff support which committees. While full alignment is not required, clearer definition of responsibilities would be beneficial.
- Some committees are clearly more active than others; some committees appear unclear about their ongoing mandate or the work they should do.
- While many members are engaged in committee work, they still represent only a small proportion of the membership and many of the more active members serve for long periods of time. It has been difficult for the association to engage the broad membership of the organization in committee and taskforce work and to ‘widen the net’ when seeking consultation.
- The adoption of a policy *governance* model necessitates clearer definition of roles as well as governance training for new council and committee members.

It is not within the terms of reference of this study to review the governance structure of the organization. However, overall capacity of the organization is strongly dependent on the work of volunteer committees and, at the same time, committees add to the workload of management and staff.

We therefore believe that the ultimate ability and success of the organization to carry out its mandate and do so in a *leadership* fashion will be determined by the synergistic but well-defined relationship between staff resources and volunteer resources. Contracted resources can supplement overall capacity, but leadership and commitment must be provided by staff and member volunteers. However to make the *leadership* model work, we believe that there is a need for:

- Clarification of roles and responsibilities
- Definition of competencies needed for each Committee, a succession plan, and knowledge requirements
- Engaging committees in budget discussions to ensure appropriate resources and funding are available to enable committees to achieve their objectives.

Action: Review the terms of reference and structure of ABCFP Committees to ensure most effective focus on governance, relative mandates, relationship to management and best use of volunteer and staff resources.

Strategic Goals to which this recommendation contributes: This recommendation contributes to achievement of the overall mandate and goals of the association in an effective, timely efficient and responsible manner.

Responsibility: Council.

5.4 Organizational Structure Based on Recommendations

The following outlines the senior organizational structure based on our recommendations. We use the term “Director” for the positions reporting to the Executive Director. The term “Manager” can be applied should certain positions be considered developmental or of lower overall responsibility.



Appendix—Interview List

<i>Management and Staff</i>		<i>Tenure</i>
Van Scoffield, RPF	Executive Director	> 10 years
Amanda Brittain	Director of Communications	< 1 year
Verseles Laron	Bookkeeper and Administrative Assistant	> 10 years
Denise Leech	Communications Assistant	2 years
Conrad Malilay	Deputy Registrar	> 5 years
Jerome Marburg, LLB, MBA	General Counsel and Registrar	> 10 years
Heather McDonald	Registration Assistant (incoming)	< 1 year
Lance Nose	Manager Finance and Administration	> 9 years
Amanda Poch	Registration Coordinator	< 6 months
Melissa Pulsifer	Registration Assistant (outgoing)	3-4 years
Dawna Read	Receptionist/Executive Secretary	2 years
Dwight Yochim, RPF	Manager, Forestry and Professional Development	> 10 years

Other Interviewees

Randy Trerise	ABC FP President, Chair of Capacity Taskforce
Peter Affleck	VP Forestry, COFI
Ralph Archibald	Director, Forest Practices Branch, Ministry of Forests and Range
Henry Benskin	Past ABCFP President, Acting A/Deputy Chief Forester, Province of BC
Bob Craven	Vice President ABCFP, Discipline & Enforcement, member of Capacity Taskforce
Al Gorley	Past ABCFP President, Triangle Resources Inc.
Dan Graham	Director Compliance & Enforcement, Ministry of Forests and Range
Paul Knowles	Vice President ABCFP, Forest Stewardship, member of Capacity Taskforce
Mick Larock	Past ABCFP President and member of Board of Examiners, Consultant
Kathy Lewis	Associate Professor, UNBC
Tom Lewis	ABC FP Complaint Resolution Committee, Canfor General Manager Fort Nelson
Peter Marshall	Past ABCFP President and Chair of Board of Examiners, A. Dean UBC
Mike Nash	Past Lay Councilor, NuForest Consulting
Brian Robinson	Past ABCFP President, Chair of the Professional Practices Committee, Industrial Forest Services
Rick Sommer*	Immediate Past President, member of Capacity Taskforce
Geoff Tindale*	ABC FP Director, Forest Technology, member of Capacity Taskforce
Bill Warner	Past ABCFP President, Ministry of Forests and Range
Colene Wood	Stewardship Advisory Committee Chair, Ministry of Environment

* as part of a group