



Resource Stewardship Division Succession Management – Progress Report

Purpose:

To provide a progress report regarding the succession planning project undertaken by the Resource Stewardship Division* (RSD) in December 2014.

Background:

RSD is the provincial leader for the stewardship of the province and employs a significant number of provincial specialists, key to delivering government's mandate. The division may be facing a significant number of retirements in the next several years with substantial attrition expected in 2017 with the highest eligibility in 2019. As of July 1, 2015, 33% of excluded management staff (8) in the division are eligible and four are in the Water Management Branch. With this information, the division set out to develop a succession plan.

The Water Management Branch was identified as a focus area to prepare and implement succession planning due to potential imminent retirements of the management and strategic leadership positions.

In addition to the Statutory Decision Maker role in the Water Branch, the Fish and Wildlife Branch also has a Statutory Decision Maker role that was identified as a focus area in order to ensure knowledge transfer, capacity building and depth of subject matter expertise.

In the current economic climate, obtaining resources is more difficult due to financial constraints; therefore, it is even more important to have a strategic plan in order to ensure staff are prepared to take on complex roles required by the organization.

Findings

There is predicted organizational exposure of the potential loss of corporate knowledge for four leadership positions within the Water Management Branch (Manager of Allocation and Utility Regulation, Manager of River Forecast Centre and Dam Safety, Manager of Water Stewardship and Director and Comptroller of Water Rights) with potential departures anticipated to be within one year. At this time, the Director and Comptroller of Water Rights role is seen as the highest risk.

In addition, this process determined that although the ministry used to provide training for the foundations of Administrative Law for statutory decision making, it does not provide this course currently. Without this formal training, learning a statutory decision is complex and could leave the organization open to liability.

Next Steps

It is recommended that the division move forward in resolving the most critical position first, Director, Comptroller of Water Rights. Once that position has been recruited, the goal is to take action and implement the succession plan which includes engaging the organization in understanding the opportunities and preparing learning and development plans. Additionally, a training program for Administrative Law needs to be resurrected in order to support the gap within the ministry.

*** Reflects current structure of RSD independent of the Chief Forester's Office.**

B. Business Operations – Staffing and Finances

While a successful Branch is everyone's responsibility, the Management team members have some specific responsibilities and performance outcomes they are accountable for. The four excluded managers (Jennifer Davis, Director; Lorne Bedford, Senior Manager; Norah White a/Senior Manager; Dave Cornwell, Manager) are accountable to ensure the collective bargaining agreements covering the branch (both GEU and PEA) are consistently and fairly applied and the Provincial Standards of Conduct are adhered to.

The Administration Team, which includes Elizabeth Eason as the supervisor, with Christine Lechelt and Jacquie Louie, directly support the management team. This team also provides support services to the full Branch. Their core accountabilities focus on Branch financials, formal business processes (CLIFF, Correspondence, FOI, etc.) and staff support (hiring, new-staff onboarding, etc.). Additional supports include areas such as project support, and travel support.

Key Deliverable	Specific Output/Measure
Branch Business Plan and Budget	<ul style="list-style-type: none">• 2016/17 Branch Plan• 2016/17 Budget• 2016/17 Divisional Plan Content• 2016/17 Ministry Plan Content
Financial	<ul style="list-style-type: none">• Monthly Financial Forecasting Process, for Director signoff• Year End Base Budget (within \$5k)• Year End LBI Budget (fully expended)
Staff	<ul style="list-style-type: none">• Onboarding of new staff – goal of all business tools and accessibilities in place.
Labour Relations	<ul style="list-style-type: none">• All labour relations issues addressed immediately.
Estimates Debate	<ul style="list-style-type: none">• Materials on time and high quality (prep initiated by Dec)
Formal documentation	<ul style="list-style-type: none">• CLIFF, Correspondence, etc. meets turn-around times
FOI	<ul style="list-style-type: none">• Meet corporate turnaround times, and quality expectations.
Workforce Strategy	<ul style="list-style-type: none">• Update Branch Human Resource Strategy; ensure the WES priorities developed through conversations with the entire Branch drive the actions.• Update Branch Succession Plan (and "future-state" vision)

APPENDIX 4: RPB HUMAN RESOURCE STRATEGY SUMMARY

Resource Practices Branch ~ Human Resources Strategy	
Resource Practices Branch HR Strategy Summary	
Actions	Description
Talent Management	
1	<p>Review HR Strategy and update Workforce/Succession planning tools provided annually, or when circumstances change, to proactively identify gaps (vacancies and/or expertise) in critical business areas.</p> <p>Temporary appointments are being used successfully in the Branch. Further benefits could be realized through formalizing and promoting their use.</p> <p>Providing employees with an opportunity to learn responsibilities of another position, supports professional development, succession planning, and provides more flexibility for managers to meet business needs.</p> <p>Flexible work options, such as phased-in retirements can provide flexibility in managing FTEs, facilitating knowledge transfer and mentoring staff.</p> <p>RPB has benefitted from project teams composed of policy experts and practitioners. These teams enhance communications, decision support, relationship-building, promote knowledge transfer and support succession planning.</p> <p>Clearly identified career paths would help both supervisors and employees (or potential candidates) to easily identify employee career opportunities and professional development requirements.</p>
2	Formalize and promote a Temporary Appointment Protocol.
3	Encourage Cross Training and identification of position/responsibility alternates.
4	Utilize Flexible Work Options like part-time phased-in retirement to support workforce/succession planning.
5	Promote the flow of knowledge and communications across business units by encouraging multi-disciplinary work units/project teams.
6	Identify Typical Career Paths to Branch positions, job requirements, and interested candidates/talent pipelines.
Recruitment	
7	Develop and implement timely Succession Plans for key positions/responsibilities.
8	Emphasize attraction factors in the Public Service Employer Brand to attract top performing employees.
Work Environment	
9	Utilize MyPerformance conversations and complimentary Desktop Reminder Cards to enhance communications, professional development, and work/life balance.
10	Formalize and encourage use of a Branch protocol for Leading Workplace (Flexible Work) strategies.
11	Conduct exit interviews with all retiring/departing staff.

Items shaded and marked with asterisks believed to be most impactful

Resource Practices Branch ~ HR Strategy, September 2012, version 25 November 2012

Page 11 of 17

Agenda for Analysis Section meeting – Mesachie Lake June 20 – 22

June 20

- 12:00 – 1:00 Lunch
- 1:00 – 1:30 Introduction & presentation of long service pins – Atmo
- 1:30 – 2:00 Review of Section business plan - Atmo
- 2:00 – 2:30 Review of previous agreements – Atmo
- 2:30 – 3:00 Triangle analysis - Peter
- 3:00 – 3:15 Break
- 3:15 – 4:15 Use of YSM/sample plot data in TSR - Rene
- 4:15 – 5:15 Use of FREP data in TSR – Barry

June 21

- 8:30 – 10:00 Succession in Analysis section - Hubert
- 10:00 – 10:15 Break
- 10:15 – 11:15 Use of RESULTS data in TSR – Dave & Gord
- 11:15 – 12:00 Going to raster data format - Dave
- 12:00 – 1:00 Lunch
- 1:00 – 2:00 Engagement with First Nations – Megan/Christine
- 2:00 – 3:00 Analysis report vs Technical report vs PDP? – Megan et al
- 3:00 – 3:15 Break
- 3:15- 4:15 Issues with District support for TSR – Jim
- 4:15 – 5:15 LiDAR and SIBEC - Gord

June 22

- 8:30 – 9:30 Wildlife in TSR – Tyler
- 9:30 – 10:00 Cumulative effects in TSR – Christine
- 10:00 – 10:15 Break
- 10:15 – 11:00 Discussion on timber supply models – Dave et al

11:00 – 12:00 Wrap-up – Tim

**Agenda for Succession Planning Discussion
Mesachie Lake, June 21, 2016**

1. Set expectations
 - Not developing a plan here
 - Just identify issues and generate ideas
2. Albert/Atmo – what is in the future for the Analysis Section (but don't revisit the Vision)
 - Just TSR, or other stuff too?
3. Situation - use diagram (org chart) to paint a picture of the current situation (based on survey of staff) regarding potential retirements and potential effects on:
 - Program delivery – analysis, rationales
 - Recruitment to senior positions
 - Regions
 - Not just retirements – lots of postings and opportunities in other branches/locations
4. Discussion questions:
 - a. How do we prepare to fill openings in senior positions and how do we ensure continuity of program delivery?
 - TSR – analysis, internal review, rationales, communications
 - Non-TSR projects
 - Mid-career training needs
 - b. How do we recruit in regular positions – permanent/temporary (capacity building)
 - Is there a pool of talent in industry/consulting that we can entice to fill LSO3?
 - Do we need to train from scratch – LSO2 (1)?
 - Job profiles (LSO2??) what are the needed functional competencies
 - Analyst training and development program (ad hoc may not cut it)
 - c. What should we do with Regions?
 - What is their role?
 - Is location just an accommodation or is there a business case for maintaining regional analysts?
 - Minimum effective base positions at each location?
 - d. Are there changes in our organizational structure that could help to address program delivery and succession?
 - Distribution of workload – TSA / TFL / decision support / regions / ???
 - Recruitment / promotion / career paths
 - How do we maintain corporate memory - what/when/why we do what we do
 - How do we plan for TSR project continuity (project hand off, not everyone will wait until the project completion)

**Agenda for Succession Planning Discussion
Mesachie Lake, June 21, 2016**

- e. Are there things we could offer that would entice people to stay longer?
 - General ideas
 - Conversations with individuals

**Agenda for Succession Planning Discussion
Mesachie Lake, June 21, 2016**

Possible others

-)

5. Wrap up – Albert / Atmo

- .Articulate the current plan (do this at the end so we don't stifle ideas)
- Describe what will happen next with ideas generated here

Analysis and data management section meeting: June 20 – 22, 2016

Mesachie Lake/Cowichan Lake Research Station

ACTION ITEMS:

Day One:

Section Business:

Action: All/Christine to lead: Develop discussion of “what is AAC?” Create a proposal for the CF working group via Diane.

Action: All/Analysts: Provide baseline data to Denise as requested from Atmo: e.g. THLB in a timely manner

Action: Denise: Send out email to all analysts/decision support staff with links to ‘read-only’ data summaries: e.g. AAC summary

Action: Hubert: To reinforce/communicate the correct labels and procedures for the netdown tables: e.g. Crown forest managed land base (CFMLB) vs CFLB

Action: Megan/all: New content is to be added to ‘Description of the Base Case’ section of rationales to address that unused volume (undercut) is not accounted for in the TSR analysis. In the ‘Determination Section’ – new content to be added re: potential for reconsideration of AAC. GBR is exempt because AAC is not CF determined.

Day Two:

Succession Planning:

Trends for TSR: increased complexity and diversity and types of analyses, closer link to operations (finding wood on the landscape; increased licensee pressures etc), more partitions, more monitoring,

Need increased capacity for decision support (for all communication of output of analyses with public and FN).

Will need increased skill sets and capacity for FN work (is a new scope of expertise re: RPF areas of expertise). Require cultural understanding and processes to include negotiation/interaction/communication. Need a FN specialist (potentially two) within the branch to provide expertise to all branch staff because this workload will increase.

Analytical capacity in areas outside of HQ is valued. Need to consider how to train – mentoring with different analysts. Need to be able to provide diverse range of expertise. Comes down to 'how much and where'.

Background: Potential of 6 could retire within 2 years; up to 8/29 in 3-5 years.

Have we looked at 'fears behind change/succession'?

Questions:

#1 – How do we prepare to fill openings in senior positions and how do we ensure continuity of program delivery?

TSR/Non-TSR:

Mid-Career-training:

- Should be self directed/desire to take on additional duties
- Supervisors/leadership training (Supervisor Certificate)
- Provide work experience that relates to these examples of competencies
- Provide mentorship opportunities
- Recruiting from outside; good but need to have balance of internal and external
- Senior management needs localized expertise; can't be a 'generic manager'; definitely have to have at the section head level if don't have at director
- Need a blend of general and specialized expertise

#2 How do we recruit in other positions?

- a) Is there a pool of talent in industry/consulting that we can entice to fill LSO3 positions?
 - not likely from industry/consulting because of similar demographics and pay scale
 - need HQ expertise because of fewer district staff
 - need TA/Aux opportunities to provide district/region staff exposure to branch work
 - need to have ongoing recruitment for LSO3 positions (re: via contacts et)
 - perhaps use the TSR 101 training sessions to see who is interested/has aptitude
 - look outside of forestry expertise e.g. engineering and optimization skill set
 - can use co-op/summer student positions for exposure to branch work
 - liaise with university programs
- b) Do we need to train from scratch – LSO2(1)?
- c) What are the needed functional competencies for LSO2 job profiles?
- d) Analyst training and development program (ad hoc may not cut it).

#3- What should we do with the Regional staff?

What is their role?

Is location just a legacy or accommodation, or is there a business case for maintaining regional analysts?

- combination of legacy and convenience
- mentor with regional staff (limited); need time in Victoria with other staff or do remotely but need to initiate conversations
- current arrangement works well/province is well represented. Assists with non-TSR work and interaction with other specialists.
- for decision support may need to be in Victoria; interaction is invaluable

What is the minimum effective number of positions in each location? (minimum of two per region for 'sanity, synergy,')

- PG: with number of issues in north/interior re: wood supply etc. probably could lose analytical capacity for short-term but not long-term
- draw on expertise from IPRA; promote BC as a leader

#4 – Are there changes in our organizational structure that could help to address program delivery and succession?

- Distribution of workload – TSA/TFL, decision support/regions?
 - require a broader skill set for the analysts
 - look for efficiencies of workload reconciled against resourcing (e.g. more team work; maybe variations in which units require a rationale – e.g. Cranbrook/Invermere)
 - some units will be relatively ongoing (e.g. Lakes, Quesnel)
 - forestry very significant in BC; need to bring in expertise from this province
 - need more capacity in Decision Support. Skills required are more than just writing; need to be able to take a critical look at decisions and communicate effectively to target audiences (public, FN, licensees etc)
- Recruitment/promotion/career paths?

#5 – What else can we do to ensure program continuity?

- Corporate memory – what/when/why we do what do
- TSR project continuity – project hand off, not everyone will wait projects are completed
 - need to clean up the G: drive to improve organization (data storage)
 - need to improve documentation
 - common use of data prep tools
 - analysis ready data sets

Action: Megan to send out directory library of where binders, rationales etc are located on the G: shared.

#6- Are there things we could offer that would entice people to stay longer?

-general ideas: increased pay? provide flexibility, diverse and interesting projects, part-time possible for analysts versus full retirement, relevance to 'greater world' (re: NGOs and staff that work for little because they want to make a difference). Provide opportunities for staff to see how their work matters to the bigger picture!

Current plan for succession planning in FAIB:

Albert – finding someone suitable for ^{s.22} position in ^{s.22} Concern: no one within the section has exhibited sincere interest in moving into this role? Need more mentorship, TA working with ^{s.22} . Next focus will be on senior analyst positions.

What happens next....

Action: Hubert and Kelly to produce document for distribution

Use of RESULTS data in TSR:

Action: Create a protocol for the use of RESULTS for TSR

- a) Need to create a project charter
- b) Describe all the questions that need to be answered
- c) Involve FAIB Inventory staff (Phase I) re: particularly for new inventories
- d) Dave W to send known RESULTS anomalies to Dan Turner

Going to raster format

Action: Determine what our business procedures are going forward for the majority of our user groups? E.g. Raster and Postgres?

Engagement with First Nations/ Analysis Report vs. Technical Report vs. PDP

Action: Timely release of rationales (two months from time of determination to rationale release).

Issues with District support for TSR

Action: Consider mentoring between districts via an A/SWAT-team (e.g. for DPs). Look for discussion about what issues the district has to address that TSR may help with engagement/buy-in; particularly for non-forestry senior management.

Action: Have all analysts take on more of a project management role including: Develop project management workplans (templates), regular updates with team, consider combined TSR units for efficiency/mentoring opportunities, arrange PM training for all analysts.

Action: Albert to communicate to Joint Executive Directors (JED) about possible upcoming TSR schedule to assist districts/regions with their business planning cycles.

Action: Use TSR 101 as possible to increase knowledge/awareness of TSR. (Develop a webinar).

Action: Provide tools such as the binder template. Create a rationale template.

Analysis reports vs technical report vs discussion paper?

Action: Further discussion: Atmo, Hubert, Jim, Megan and others to create an information package (to help meet licensee needs; more sophisticated data requests) to replace current data package. To include assumptions and data used: supporting analytics such as landbase classification, G&Y tables, etc. The PDP will be shorter and have less content. Have a technical report available at the time of discussion paper release as an update to the original DP as per input received. (September 2016)

Action: tentative: Technical report: professional document to be signed as RPF.

Action: Have reports available on the FAIB website. Megan to send out info of where documents are located e.g. binders.

Action: Remove all draft rationales from shared drives, attached to emails etc. – **ALL**

Action: Create some BMPs with respect to the retention/deletion of TSR documents. Megan/Hubert.

Cumulative effects/wildlife in TSR

Action: FAIB to work more with FN regarding wildlife issues/requirements for data

Action: FAIB to seek more explicit support from leadership for resourcing.

Action Items Summary

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Day 2

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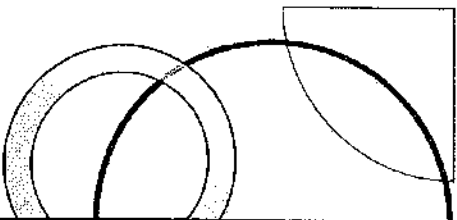
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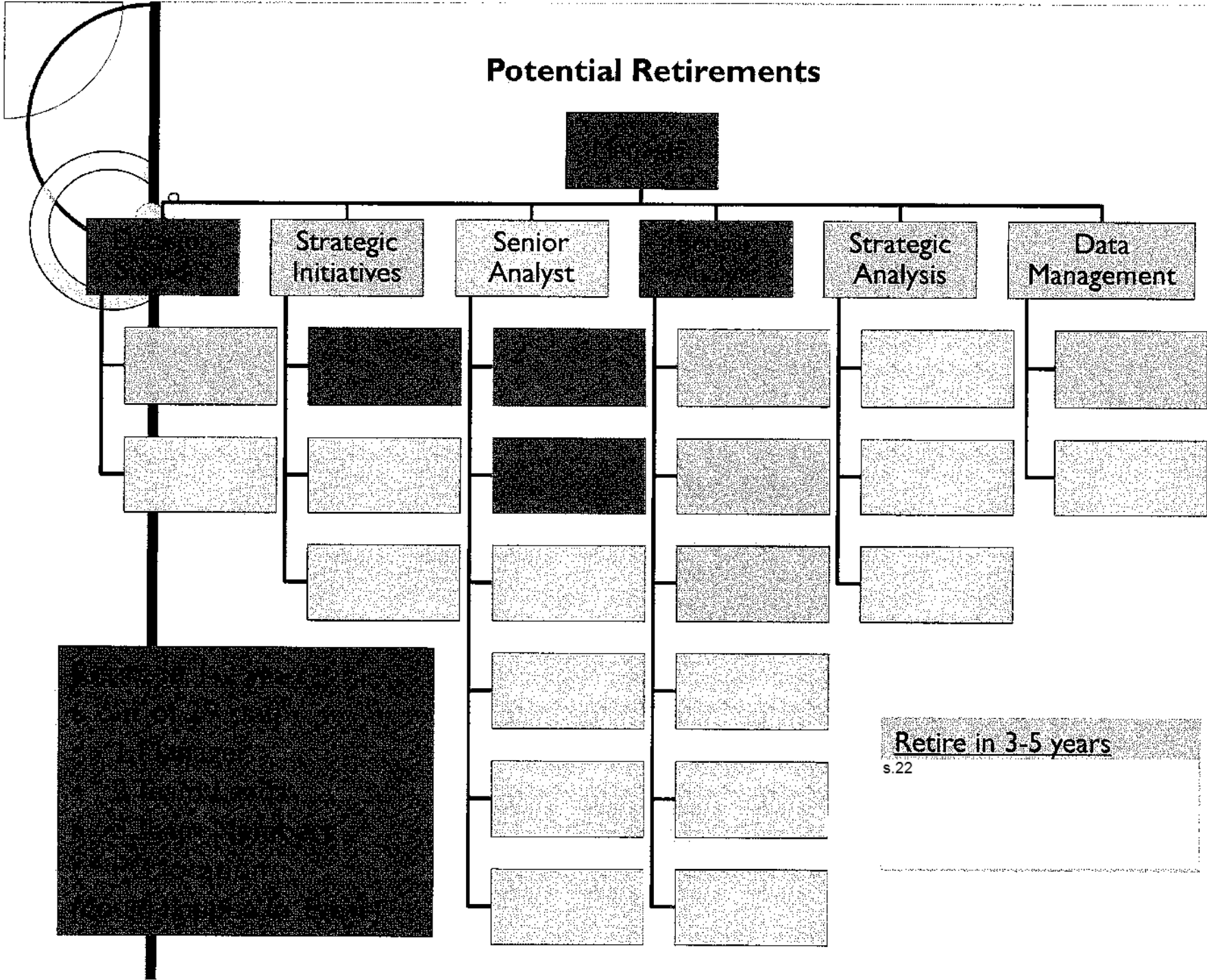
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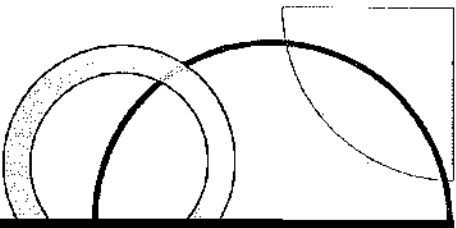


Analysis Section

Succession Planning Discussion

- Expectations
- What is in the future?
- Situation
- Questions – discussion
- Wrap-up





Questions for Discussion

I. How do we prepare to fill openings in senior positions and how do we ensure continuity of program delivery?

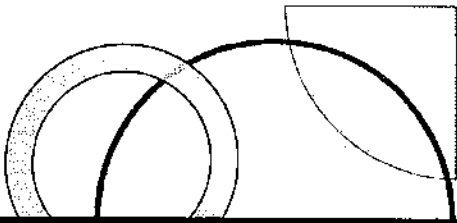
- TSR – analysis, internal review, rationales, communications.
- Non-TSR projects.
- Mid-career training.



Questions for Discussion

2. **How do we recruit in other positions?**

- Is there a pool of talent in industry / consulting that we can entice to fill LSO3 positions?
- Do we need to train from scratch – LSO2(1)?
- What are the needed functional competencies for LSO2 job profiles?
- Analyst training and development program (ad hoc may not cut it).



Questions for Discussion

3. **What should we do with Regions?**

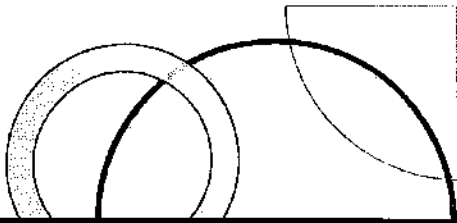
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Questions for Discussion

4. Are there changes in our organizational structure that could help to address program delivery and succession?

- Distribution of workload – TSA / TFL / decision support / regions ?
- Recruitment / promotion / career paths?



Questions for Discussion

6. **What else can we do to ensure program continuity?**

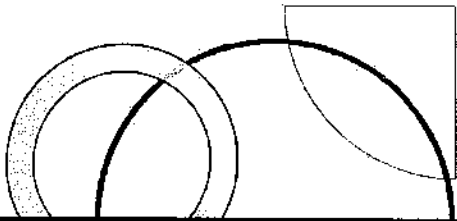
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Questions for Discussion

7. Are there things we could offer that would entice people to stay longer?

- General ideas.
- Conversations with individuals.



Wrap Up

- Current plan
- What happens next

Ministry of Forests Position Assessment for Succession Planning

Positions	Director, FA/B ML8	Assistant Director, FA/B ML6	Senior Analyst - TFLs LSO 4	8 X Timber Supply Forester, LSO3	Senior Analyst - TSAs LSO 4	MPB Analysis Forester, LSO3	Manager Decision Support LSO4	Technical Assist STON 15	Manager, Dev & Policy LSO 4	FN Timber Supply Forester LSO3	Spatial Systems Development LSO3	Systems Forester LSO3	Manager, F&A AO18	2 X Finance and Admin Support Clerk R9			
Criteria																	
Sole position in RC that is difficult to recruit or backfill because it requires specialized training and/or knowledge, advanced degree or professional licensing	s.22																
Specialized role - short time frame after hire to be at full working level (six months or less)																	
Position is difficult to recruit to because of salary compression or geography etc.																	
Position is difficult to recruit because there is a small external and/or internal pool																	
Position will be difficult to recruit because of its anticipated future demand within the private or public sector																	
Accelerated attrition rate in position due to potential retirement																	
Position has a key leadership or decision making role in responsibility center or program																	
Vacant position creates a significant risk to meeting ministry revenue goals																	
Vacancy creates a significant environmental risk																	
Vacancy creates a significant risk to meeting crown legal obligations																	
Please provide information on any other problems created by vacancy that impact on succession risk																	
Total number of criteria selected																	

Ministry of Forests Position Assessment for Succession Planning

Instructions for completing the information: Identify positions by name and classification (e.g. Tenures Officer, LSO3) across the top of this spreadsheet. Check each criterion that applies to the position and then total the criteria at the bottom of the page. For positions with more than 5 criteria identified, transfer the position title and classification to the second spreadsheet and identify where succession impact could be best addressed

Positions	Manager, VRI LSO 5	Forest Biometician LSO 4	Forest Spatial Statistician LSO 4	Growth Data Analyst LSO 3	Forest Measurements LSO 3	Forest Mensurationist LSO 3	Veg Inventory Field Ops LSO 3	Veg Inventory Field Ops LSO 3	V&D Sampling Officer LSO 3	VRI Analyst LSO 2	VRI Monitoring Prog. Coord. LSO 3	VRI Audit Coord. LSO 3	Senior Update Forester LSO 3	Applications Specialist STO M27	GY Sample Tech. STO R 16	VRI Section Head LSO 4	Veg Implementation Tech	MPB Inv Team Leader	PG MPB Forester	MPB Field Tech LS 1
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Positions	Manager, Branch Operations ML 4	Resource Information Audit STO N24	Resource Information Audit STO N24	Resource Information Audit STO N24	Governance Specialist LSO 3	Governance Specialist LSO 3	VRI Tech Apps Coord LSO 3	Veg Info Specialist LSO 3	Admin Support							
Criteria																
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Positions	Manager Vegetation Update ML 5	Vegetation Update Specialist LSO 2	Vegetation Update Specialist LSO 2	Vegetation Update Specialist LSO 2	Vegetation Update Specialist STO 24	Vegetation Update Specialist STO 24	Vegetation Update Specialist STO 24	Vegetation Update Technologist STO 18	Vegetation Update Technologist STO 18	Vegetation Update Technologist STO 18	Vegetation Update Technologist STO 18	Vegetation Update Technologist STO 18
Criteria												
Sole position in RC that is difficult to recruit or backfill because it requires specialized training and/or knowledge, advanced degree or professional licensing												
Specialized role - short time frame after hire to be at full working level (six months or less)												
Position is difficult to recruit to because of salary compression or geography etc.												
Position is difficult to recruit because there is a small external and/or internal pool												
Position will be difficult to recruit because of its anticipated future demand within the private or public sector												
Accelerated attrition rate in position due to potential retirement	s.22											
Position has a key leadership or decision making role in responsibility center or program												
Vacant position creates a significant risk to meeting ministry revenue goals												
Vacancy creates a significant enviromental risk												
Vacancy creates a significant risk to meeting crown legal obligations												
Please provide information on any other problems created by vacancy that impact on succession risk												
Total number of criteria selected												

Postions	Classification	Total number of criteria selected	Succession Risk can be mitigated through:			
			Response Center/Loc al initiative	Division Initiative	Provincial Initiative	Plan not required at this time
Director, FAIB	ML8	s.22				
Assistant Director, FAIB	ML6					
Senior Analyst - TFLs	LSO 4					
8 X Timber Supply Forester	LSO3					
Senior Analyst - TSAs	LSO 4					
MPB Analysis Forester	LSO3					
Manager Decision Support	LSO4					
Technical Assist.	STO N 15					
Manager, Dev & Policy	LSO 4					
FN Timber Supply Forester	LSO3					
Spatial Systems Development	LSO3					
Systems Forester	LSO3					
Manager, F&A	AO18					
2 X Finance and Admin Support	Clerk R9					

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		Succession Risk can be mitigated through:				
Postions	Classification	Total number of criteria selected	Response Center/Local Initiative	Division Initiative	Provincial Initiative	Plan not required at this time
VRI Manager	LSO 5	s.22				
Forest Biometrician	LSO 4					
For. Spatial Statistician	LSO 4					
Growth Data Analyst	LSO 3					
Forest Mensurationist	LSO 3					
Veg. Inv. Field	LSO 3					
Veg. Inv. Field	LSO 3					
V&D Sampling Officer	LSO 3					
VRI Analyst	LSO 2					
VRI Monitoring Co-ord.	LSO 3					
VRI Audit Co-ord.	LSO 3					
Senior Analyst -TFLs	LSO 4					
Senior Analyst, TSAs	LSO 4					
Mgr. Develop & Policy	LSO 4					
Operations Manager	ML 4					
Resource Info Audit	STO N24					
Resource Info Audit	STO N24					
Resource Info Audit	STO N24					
VRI Tech Applications	LSO 3					
VRI Info Specialist	LSO 3					
FC Update Manager	ML 5					
Veg Update Specialist	LSO 2					
Veg Update Specialist	LSO 2					
Veg Update Specialist	LSO 2					
Veg Update Specialist	STO N24					
Veg Update Specialist	STO N24					
Veg Update Specialist	STO N24					

02006

Ministry of Forests Position Assessment for Succession Planning

Instructions for completing the information: Identify positions by name and classification (e.g. Tenures Officer, LSO3) across the top of this spreadsheet. Check each criterion that applies to the position and then total the criteria at the bottom of the page. For positions with more than 5 criteria identified, transfer the position title and classification to the second spreadsheet and identify where succession impact could be best addressed

Positions	Manager - VRI LSO 5	Forest Biometrician LSO 4	Forest Spatial Statistician O 4	Growth Data Analyst LSO 3	Forest Mensurationist LSO 3	GY Prediction Specialist LSO 3	Veg Inventory Field Ops LSO 3	Veg Inventory Field Ops LSO 3	V&D Sampling Officer LSO 3	VRI Analyst LSO 2	VRI Monitoring Prog. Coord. LSO 3	VRI Audit Coord. LSO 3	GY Sample Tech. STOR 18	
Criteria														
Sole position in RC that is difficult to recruit or backfill because it requires specialized training and/or knowledge, advanced degree or professional licensing														
Specialized role - short time frame after hire to be at full working level (six months or less)														
Position is difficult to recruit to because of salary compression or geography etc.														
Position is difficult to recruit because there is a small external and/or internal pool														
Position will be difficult to recruit because of its anticipated future demand within the private or public sector														
Accelerated attrition rate in position due to potential retirement														
Position has a key leadership or decision making role in responsibility center or program														
Vacant position creates a significant risk to meeting ministry revenue goals														
Vacancy creates a significant enviromental risk														
Vacancy creates a significant risk to meeting crown legal obligations														
Please provide information on any other problems created by vacancy that impact on succession risk														
Total number of criteria selected														

s.22

Ministry of Forests Position Assessment for Succession Planning

Instructions for completing the information: Identify positions by name and classification (e.g. Tenures Officer, LSO3) across the top of this spreadsheet. Check each criterion that applies to the position and then total the criteria at the bottom of the page. For positions with more than 5 criteria identified, transfer the position title and classification to the second spreadsheet and identify where succession impact could be best addressed

Positions	Manager, Branch Operations ML4	Resource Information Audit STO N24	Resource Information Audit STO N24	Resource Information Audit STO N24	Governance Specialist LSO 3 JW	Governance Specialist LSO 3 GH	VRI Tech Apps Coord LSO 3	Veg Info Specialist LSO 3	Admin Support	
Criteria										
Sole position in RC that is difficult to recruit or backfill because it requires specialized training and/or knowledge, advanced degree or professional licensing										
Specialized role - short time frame after hire to be at full working level (six months or less)										
Position is difficult to recruit to because of salary compression or geography etc.										
Position is difficult to recruit because there is a small external and/or internal pool										
Position will be difficult to recruit because of its anticipated future demand within the private or public sector										
Accelerated attrition rate in position due to potential retirement										
Position has a key leadership or decision making role in responsibility center or program										
Vacant position creates a significant risk to meeting ministry revenue goals										
Vacancy creates a significant enviromental risk										
Vacancy creates a significant risk to meeting crown legal obligations										
Please provide information on any other problems created by vacancy that impact on succession risk										
Total number of criteria selected										

s.22

Ministry of Forests Position Assessment for Succession Planning

Instructions for completing the information: Identify positions by name and classification (e.g. Tenures Officer, LSO3) across the top of this spreadsheet. Check each criterion that applies to the position and then total the criteria at the bottom of the page. For positions with more than 5 criteria identified, transfer the position title and classification to the second spreadsheet and identify where succession impact could be best addressed

Positions	Manager Vegetation Update ML 5	Vegetation Update Specialist 3 LSO 2s and 3 STO 24s	Vegetation Update Technologist 5 STO 18s	Senior Update Forester LSO Applications Specialist STO N27
Criteria				
Sole position in RC that is difficult to recruit or backfill because it requires specialized training and/or knowledge, advanced degree or professional licensing				
Specialized role - short time frame after hire to be at full working level (six months or less)				
Position is difficult to recruit to because of salary compression or geography etc.				
Position is difficult to recruit because there is a small external and/or internal pool				
Position will be difficult to recruit because of its anticipated future demand within the private or public sector				
Accelerated attrition rate in position due to potential retirement				
Position has a key leadership or decision making role in responsibility center or program				
Vacant position creates a significant risk to meeting ministry revenue goals				
Vacancy creates a significant enviromental risk				
Vacancy creates a significant risk to meeting crown legal obligations				
Please provide information on any other problems created by vacancy that impact on succession risk				
Total number of criteria selected				

s.22

Ministry of Forests Position Assessment for Succession Planning

Instructions for completing the information: Identify positions by name and classification (e.g. Tenures Officer, LSO3) across the top of this spreadsheet. Check each criterion that applies to the position and then total the criteria at the bottom of the page. For positions with more than 5 criteria identified, transfer the position title and classification to the second spreadsheet and identify where succession impact could be best addressed

Positions	Director, FAIB MLB	Senior Analyst - TFLs LSO 4	Timber Supply Forester, LSO3	Timber Supply Forester, LSO3	Timber Supply Analyst, LSO2	Senior Analyst - TSAs LSO 4	Timber Supply Forester, LSO3	Timber Supply Forester, LSO3	Timber Supply Forester, LSO3	Timber Supply Forester, LSO3	Timber Supply Forester, LSO3	Manager Decision Support LSO4	Technical Assist STO N 15	Administrative Assistant CS R11	Manager, Dev & Policy LSO 4	Spatial Systems Development	Systems Forester Manager, F&A AO18	
Criteria																		
Sole position in RC that is difficult to recruit or backfill because it requires specialized training and/or knowledge, advanced degree or professional licensing																		
Specialized role - short time frame after hire to be at full working level (six months or less)																		
Position is difficult to recruit to because of salary compression or geography etc.																		
Position is difficult to recruit because there is a small external and/or internal pool																		
Position will be difficult to recruit because of its anticipated future demand within the private or public sector																		
Accelerated attrition rate in position due to potential retirement																		
Position has a key leadership or decision making role in responsibility center or program																		
Vacant position creates a significant risk to meeting ministry revenue goals																		
Vacancy creates a significant enviromental risk																		
Vacancy creates a significant risk to meeting crown legal obligations																		
Please provide information on any other problems created by vacancy that impact on succession risk																		
Total number of criteria selected																		

s.22

Succession Risk can be mitigated through:						
Postions	Classification	Total number of criteria selected	Response Center/Local initiative	Division Initiative	Provincial Initiative	Plan not required at this time
Director FAIB	ML 8	s.22				
Senior Analyst -TFLs	LSO 4					
Timber Supply Forester	LSO 3					
Timber Supply Forester	LSO 3					
Timber Supply Analyst	LSO 2					
Senior Analyst, TSAs	LSO 4					
Timber Supply Forester	LSO 3					
Timber Supply Forester	LSO 3					
Timber Supply Forester	LSO 3					
Timber Supply Forester	LSO 3					
Timber Supply Forester	LSO 3					
Mgr Decision Support	LSO 4					
Tech Assistant	STO N15					
Admin Assistant	CSR11					
Mgr. Develop & Policy	LSO 4					
Spatial Systems Development Systems Forester						
Mgr F&A.	AO 18					
VRI Manager	LSO 5					
Forest Biometrician	LSO 4					
For. Spatial Statistician	LSO 4					
Growth Data Analyst	LSO 3					
Forest Mensurationist	LSO 3					
GY Prediction Specialist	LSO 3					
Veg. Inv. Field Operations	LSO 3					
Veg. Inv. Field Operations	LSO 3					
V&D Sampling Officer	LSO 3					
VRI Analyst	LSO 2					
VRI Monitoring Co-ord.	LSO 3					
VRI Audit Co-ord.	LSO 3					
Mgr Br Operations	ML 4					
Res Information Audit	STO N24					
Res Information Audit	STO N24					
Res Information Audit	STO N24					
Governance Specialist	LSO 3					
Governance Specialist	LSO 3					
VRI Tech Apps Coord	LSO 3					
Veg Info specialist	LSO 3					
Admin Support						
Mgr Vegetation Update	ML 5					
Snr Veg Update forester	LSO 3					
Veg Update Specialist	LSO2					
Veg Update Specialist	LSO2					

Succession Risk can be mitigated through:

Postions	Classification	Total number of criteria selected s.22	Response Center/Local initiative	Division Initiative	Provincial Initiative	Plan not required at this time
Veg Update Specialist	LSO2					
Veg Update Specialist	STO 5					
Veg Update Specialist	STO 5					
Veg Update Specialist	STO 5					
Veg Update Technologist	STO 3					
Veg Update Technologist	STO 3					
Veg Update Technologist	STO 3					
Veg Update Technologist	STO 3					
Veg Update Technologist	STO 3					
Applications Specialist	STO N27					

Begon, Stacey FLNR:EX

From: Nicholls, Diane R FLNR:EX
Sent: Thursday, August 18, 2016 4:44 PM
To: Begon, Stacey FLNR:EX; Pike, Shannon FLNR:EX
Subject: FW: Demographic & Estimated Retirement Reports OCF
Attachments: FLNRO Demographics & Estimated Retirements as of May 1 2016 OCF Final.pdf

Stacey,

In your work with Joanne, can you think about this information and how to best bring it into the leadership team so we can engage meaningfully on succession management. We can start with time on the OCF LT meetings on Monday but may need to schedule a half day session to really make progress.

Diane Nicholls

From: Baron, Joanne CSNR:EX
Sent: Monday, June 13, 2016 3:37 PM
To: Nicholls, Diane R FLNR:EX
Cc: Nussbaum, Albert F FLNR:EX; Barber, Brian FLNR:EX
Subject: Demographic & Estimated Retirement Reports OCF

To Diane,

As noted in Sonja's email, I am pleased to provide you with the Demographics & Estimated Retirements Report for the OCF.

Some things to note:

- As of May 1, 2016 there were 191 regular and auxiliary employees within your division.
- Regular employees account for the majority (55%) of the workforce.
- 59% of the workforce is male, and 16% of the employees are within the Generation X (between ages 39-51) and 50% are in the Baby Boomer generation (between 52-70 years of age).
- By the end of 2018, 38% of the current regular workforce is expected to be eligible for retirement.
- Over 23 employees could potentially retire at any time.

The intention of providing you with this report is to give you and your leadership team the opportunity to review the information to enhance our conversations on staffing strategies, recruitment and retention strategies, business planning, and succession planning.

Please note, due to the confidential information contained in this report it is not for distribution past the leadership team.

I will connect with Alexis to set up a time to go over the findings with you and the leadership team.

Thank you,
Jo

Joanne Baron
B. Com, M.A., CMA, CHRP,
Strategic Human Resource Advisor | People and Workplace Strategies Branch FLNR

Corporate Services for the Natural Resource Sector
Joanne.Baron@gov.bc.ca | 250-318-3415

This communication is intended for the use of the recipient to which it is addressed, and may contain confidential, personal and/or privileged information. Please contact me immediately if you are not the intended recipient of this communication, and do not copy, distribute, or take action relying on it. Any communication received in error, or subsequent reply, should be deleted or destroyed.

Page 37 to/à Page 47

Withheld pursuant to/removed as

DUPLICATE

Ministry of Forests, Lands and Natural Resource Operations
People and Workplace Strategies Branch Workplan



Supporting our Future

People Priorities for 2016/2017

Endorsed by FLNRO Executive April 11, 2016

Purpose of this Document

The People and Workplace Strategies (PAWS) Branch supporting the Ministry of Forests, Lands and Natural Resource Operations (FLNRO) partners with leadership teams to build and enhance effective work environments. As detailed in our [branch brochure](#), PAWS supports the Ministry's people priorities through the provision of three core service areas: **organization effectiveness, workforce planning and public service and NRS human resources programs and initiatives**. Providing service in these three areas includes support to Ministry-wide projects, initiatives and activities and tailored divisional and branch-specific support.

s.22

With guidance from FLNRO's Executive People Strategies Group¹, this document has been prepared for and endorsed by Executive to confirm the key actions that the PAWS Branch will focus on for 16/17 to support the Ministry's people priorities.

Ministry Overview

The Ministry of Forests, Lands and Natural Resource Operations is responsible for stewardship of Provincial Crown land and natural resources and protection of B.C.'s archaeological and heritage resources. Overseeing a land base of 94.8 million hectares, the Ministry supports the sustainable management of forest, mineral and land resources, the prosperity, viability and competitiveness of industries that use them, and public access for a wide range of activities such as hunting, fishing and recreation. The Ministry is responsible for policy development, operational management and implementation, and oversees over 50 statutes and associated regulations.

Created in 2011, FLNRO is currently one of the largest, most complex organizations in the public service with approximately 3,500 regular employees and 500 auxiliary employees. During the fire season months, the Ministry employee count grows to approximately 5,000 employees.

The Ministry is organized into 11 divisions. This includes nine FLNRO-specific program divisions, as well as Corporate Services for the Natural Resource Sector (CSNR) and the Natural Resource Transformation Secretariat (NRTS).

¹ *Sub-committee of Executive (Trish Dohan, Craig Sutherland, Kevin Kriese, Rose Ellis, Jillian Rousselle, Sonja Martins & Carolyn Young)*

Ministry Workforce Data

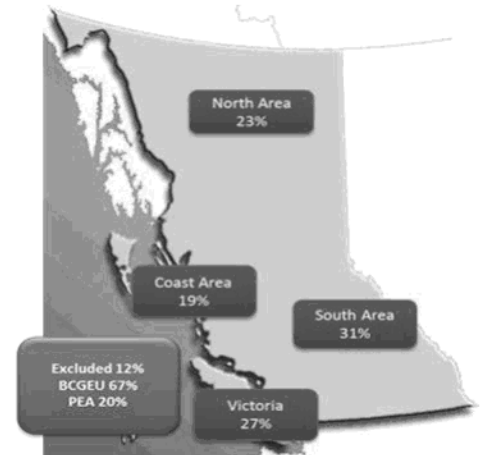
The Ministry has a large, decentralized workforce with staff in over 65 locations across the province. Close to 65% of employees are in science and technical positions (STO, LSO, etc).

The majority (55%) of employees are male and 45% of employees are baby boomers (52-70 years of age). Only 1% of regular employees are Generation M (26 years of age or less).

12.5% of employees are excluded, which is one of the lowest excluded to bargaining unit ratios in the public service. 67.2% of employees are in the BC GEU and 20.3% are in the PEA. Of all the PEA staff in government, 64% are employed by this Ministry.

Just over 30% of regular employees are supervisors. 68% of supervisors are bargaining unit staff and 32% are excluded.

In 2015, 296 regular employees exited the Ministry. Almost half of these exits were due to retirement (45%). 26% left to go to other ministries and 16% resigned from the public service. The Ministry's overall exit rate for 2015 was 8.5%, which is slightly down from 9% in 2014.



The employee average age is 47, which is the highest of all natural resource sector ministries. We also have the highest average years of service in the sector at 16 years.

11% of employees are estimated to be eligible to retire right now. By the end of 2016, we estimate 15% of employees will be eligible to retire. By 2020, 35% of current employees will be eligible to retire. Of those eligible to retire by 2020, science and technical positions (LSO, STO and IS positions) are projected to have the highest percentage (35%) of eligible retirees.

Key Workforce Issues

Recently the Ministry developed and communicated an Executive Road Map which includes foundational priorities regarding people and organizational excellence.

*"Our ministry's foundation is people and organizational excellence. We strive for an ever-increasing positive and innovative organizational culture – one that mobilizes talent toward common goals and builds resilience to sustain momentum over time. Our principles of taking care of people, safety, stewardship, integration and streamlining permeate our organization. Our vision is to be a sought after ministry of choice that **attracts, recruits and retains** excellent employees who are skilled, competent and passionate about public service. We are committed to **continuous growth and development** of our employees to ensure career progression, excellence in supervision, leadership and delivery of our business goals."*

– Executive Road Map

At the January 2016 FLNRO Senior Leaders meeting, the PAWS branch had the opportunity to hear from over 90 senior leaders regarding people issues and ideas for 16/17 priorities. The common priority themes include recruitment, retention, learning and development, succession, salary and compression, workload and capacity, and culture. These all roll up into the top two people priority focus areas as noted in the Executive Road Map of 1) attraction, recruitment and retention, and 2) continuous growth and development of our employees.

Attraction, Recruitment and Retention

In calendar year 2015, the Ministry hired 434 regular employees, up from 264 in 2014 and 219 in 2013. Anecdotally, hiring managers have been saying that the Ministry needs to recruit more external hires. However, in 2015, the majority of Ministry regular hires (57%) were from out of service. This is up from 53% external hires in 2014 and 39% in 2013. In 2015, 16% of our hires were auxiliary Ministry employees who were hired on as regular, and the balance joined us from elsewhere in the public service.

In terms of attracting younger applicants, the Ministry has had a steadily increasing rate of youth hires through various special hiring programs (Coop, Youth Employment Program, Work Able and Aboriginal Youth Internship Program). The Ministry hired 33 Special Hiring Program employees in 2013, 52 in 2014 and 89 in 2015.

Overall, there are several recruitment challenges for FLNRO. It is becoming increasingly difficult to recruit candidates to Business Leadership positions. Some competitions are being posted multiple times without success. This is often due to salary compression between senior bargaining unit positions and excluded positions, or the lack of seeing these positions as attractive compared to bargaining unit jobs. Also, it continues to be challenging to recruit to our locations in the north. We anticipate this will become more widespread and not just focused on northern locations. We are already seeing signs of this. The Ministry also experiences challenges with the administrative burden of the current recruitment process. The process can be extremely lengthy. In many cases, from start of recruitment to the offer stage can take as long as 4 or 5 months or more. While most divisions have added some sort of resourcing to address this (e.g. hiring auxiliary staff to assist with competition administration), the process is seen to be administratively heavy, with inconsistent advice and service levels from BC Public Service Agency staff.

There is a wide-spread issue regarding salary compression between bargaining unit and management positions. In FLNRO's 2014 Exit Survey Report, 73% of employees who resigned noted salary as a factor in their decision. Management positions are not seen as attractive given salary issues and when coupled with perceptions (and reality) of extreme workloads of management positions. There are currently 9 employees (all are excluded staff) within the ministry that are currently making the same as, or less, than the staff they supervise. A full report of inversion and compression of all staff with a 10% spread or less between them and the staff they supervise is being prepared for the Ministry's Management Compensation and Review Committee. Additionally, the salary freeze for excluded staff implemented in 2012 has eroded employee engagement and principles of fairness for many excluded staff. Our Ministry Work Environment Survey (WES) score for Pay and Benefits is at the 45th percentile in government. Of note, in 2011, the Ministry launched the Classification Review Project. The Ministry is working to complete this project in fiscal 2016/17.

The Ministry utilizes the work unit WES reports to inform local action plans to address engagement and retention. There are 125 work unit WES reports for the Ministry. Work unit scores range from 49 (less than the 5th percentile in the BC Public Service) to 79 (95th percentile in the BC Public Service). At the Ministry level, the lowest scoring drivers are stress and workload (40th percentile), vision, mission and goals (40th percentile), and somewhat surprisingly, teamwork (40th percentile). The recent launch of the Ministry Executive Road Map and the new Ministry logo, which occurred after the 2015 Work Environment Survey, likely will have a positive impact on the vision, mission and goals WES driver.

Continuous Growth and Development

In 2013 the Ministry launched the People Development Framework. This was FLNRO's recommitment to supporting the continued development of its people. In launching the framework, Executive set the following implementation principles:

- Every staff member will have a learning goal in MyPerformance.
- Every supervisor will have a performance goal for managing and supporting people development.
- Business/workplans will include an objective around staff development.
- Maximize the use of services and tools offered through the PSA.

In 2015, the WES score for professional development increased 6 points. This is a positive sign that the commitment to continuous learning has had an impact.

One area of consideration is developing supervisors. The WES supervisory level management score in the Ministry is only between the 45th and 50th percentile in government. In the FLNRO 2014 Exit Survey, two-thirds of respondents who left the Ministry indicated their departure could have been prevented. The majority of these respondents indicated that they were unhappy with supervision and wanted management to take time to listen, build better working relationships with trust, fairness and respect and to be more effective managers. Supervisors were also seen not to be supportive of flexibility in work arrangements. For example, some would have stayed if able to work remotely from home on occasion.

We recognize that contributing factors to supervisor effectiveness are workload and capacity, as well as competency and capability. In some cases, previous supports or resources for people related activities is impacting effectiveness as well. For example, some managers are less willing or interested in doing human resources activities and *"wish we could have someone do it for us like we used to"*. With projected retirement rates, we need to ensure we are growing supervisors and managers at an accelerated rate to take on more senior positions. It is important that all Ministry leaders have a people-focused orientation committed to growing, developing, and lead others. This needs to be coupled with strategies to address compensation issues, flexible work options and to market these positions as attractive career options.

People and Workplace Strategies Branch Action Plan for 16/17

The following priorities have been endorsed by FLNRO Executive. These are in support of the Executive Road Map, succession management generally, and feedback from the Senior Leaders meeting as well as discussions at Joint Executive Directors, and various Divisional Leadership meetings. *It is acknowledged that from a capacity perspective, not all activities may be fully actioned in 16/17 and require priority setting.* These activities build on the key focus areas from 15/16 priorities (see Appendix A). People priorities are also actioned at a divisional or local level based on local issues or concerns. PAWS SHR Advisors are assigned to each division to assist with these division-specific priorities.

① Attraction, Recruitment and Retention	
TOP PRIORITIES	
✓ Complete the Classification Review Project by March 2017	PAWS to provide project management and work with EDs to complete all remaining job streams. While led from PAWS, there is significant work for all staff involved in remaining job streams.
✓ Implement an ADM welcome email to all new ministry employees	To assist with orientation, new employees to the ministry receive a welcome email from their ADM/division head (<i>to create welcoming environment, share vision, mission goals, and employee handbook</i>). Recommend to commence May 2016 on a monthly basis. PAWS to provide ADMOs with a template email and list of all new hires for ADMOs to send welcome email.
ADDITIONAL PRIORITIES	
✓ Hiring, Outreach and Marketing	PAWS to advocate on behalf of the Ministry with PSA to ensure the necessary services and supports are provided to the Ministry. This includes more effective outreach to younger applicants (e.g. for coops etc) and with a focus on diversity.
✓ Salary and Compression	PAWS to advocate on behalf of the Ministry with PSA regarding ongoing issues with excluded salaries and compression with bargaining unit staff and impact on recruitment.
✓ Management Job Competencies	In partnership with PSA and ministry staff, develop management competencies to be included on all supervisory/managerial job profiles.
CORPORATE (MUST DO) PRIORITIES	
✓ Identify mission critical positions and key stream priorities in support of succession management	Complete further analytics as required by the Integrated Strategic Plan to identify mission critical positions and key stream priorities.
✓ Assign National Occupation Classification (NOC) codes to all ministry positions	As required by the Integrated Strategic Plan, assign NOC codes to 30% of FLNRO positions in 16/17 (and 60% by 17/18, and 100% by 2018/19).

Note: Retention activities are primarily rolled into priority area 3.

② Continuous Growth and Development

TOP PRIORITIES	
✓ Management Bootcamp	PAWS to work with the BC Public Service Agency on building a corporate program or pilot a ministry-specific offering.
✓ Manager Learning Series	In partnership with PSA, PAWS to expand the current learning series by coordinating monthly HR learning topics of short duration (e.g. 1 hour) geared to managers and supervisors (<i>succession planning, coaching, supporting flexible work options, labour relations, etc</i>).
✓ 360 Assessments	Provide 360s to Strategic and Business Leads (and others as requested by ADMs). PAWS staff are certified to administer and debrief Leadership and Management 360s via the Leadership Circle tool.
✓ FLNRO Business Leader Development Program	PAWS to prepare a proposal regarding targeted learning and development for moving into Business Leadership positions within the Ministry.
OTHER PRIORITIES	
✓ Continue to promote the People Development Framework and FLNRO's commitment to continuous learning and growth	Through various means (DM emails regarding MyPerformance, NR Learning series, etc) continue to confirm/encourage that all employees are expected to have a learning goal, and all supervisors are expected to have a supervisory goal.
✓ "Day in the Life" Job Shadow Initiative	Evaluate the 2015 pilot and prepare proposal for 2016 roll-out.
✓ Leadership Culture Survey	PAWS to prepare a proposal for Executive People Strategies Group to consider a Leadership Culture Survey for the Ministry.

③ Ministry Strategic Human Resources Services and Tailored Divisional Support

Organizational Effectiveness/Engagement/Retention Priorities

✓ Tailored division support to achieve division-specific people priorities	A Strategic HR Advisor is assigned to each division to support division specific strategic HR needs including work environment survey, engagement, organizational effectiveness, change management, stress and health, analytics, succession, etc. Additionally, to ensure sharing of division-specific strategies, and opportunities for collaboration, PAWS will compile a summary of key priority focus areas by division on a regular basis.
✓ Work Environment Survey & Stress and Health	PAWS provides services including analytics, unpacking, action planning and assisting with various implementation components. At the ministry level, or as part of divisional action plans, it is suggested to consider teamwork, stress and health and vision, mission and goals in divisional and work unit unpacking and action planning (<i>given these were the lowest scoring drivers by percentile</i>).

ONGOING PRIORITIES

✓ Analytics and Reports	PAWS provides a regular schedule of reports to divisions and ad-hoc reports as requested. Examples include demographics, retirement reports, STIIP information, etc.
✓ HR Communications	PAWS provides regular and proactive communication on various HR topics via FLNR and CSNR intranet, Fast Facts, to divisions etc.
✓ Ministry Specific People/ HR Information	PAWS develops and updates various ministry HR documents including guidelines, the Delegation of Authority Matrix and the Ministry Employee Handbook. This includes a project to redesign how HR/people information for FLNRO is published on the ministry intranet.
✓ Management Compensation and Classification	PAWS chairs the Ministry's Management Compensation and Review Committee to support the Deputy Minister in his role to approve all excluded job classifications and compensation levels. This includes preparing various reports to address issues (salary comparisons, inversion/compression reports, etc).
✓ Corporate/Public Service HR initiatives	PAWS assists with information and awareness or ministry-specific support of various corporate HR programs and initiatives (e.g. Corporate Pin Program, Leadership Development, etc). This also includes support for development of ministry or sector submissions to corporate workforce planning requests.
✓ Human Resources Committees and Working Groups	PAWS participates on a variety of ministry, strategic HR, PSA and other working groups in support of priorities. Examples include FLNRO Article 29 and Strategic HR Council.

Appendix A – People Priority Highlights from 2015/16

In 2015/16 the PAWS Branch supported FLNRO people priorities of People Development Framework, Leadership Development and Coaching, Succession Planning, and the Classification Review Project. Highlights are noted below.

People Development Framework



- ✓ MyPerformance awareness sessions
- ✓ Over 80% of employees have a MyPerformance Plan
- ✓ Established performance measures
 - ✓ 57% of staff have a learning goal
 - ✓ 65% of supervisors have a goal of supporting learning and development of their staff

Succession Planning



- ✓ Development of tools and resources
- ✓ Awareness sessions
- ✓ A Day in the Life job shadow pilot
- ✓ Division & branch specific work on succession plans

Leadership Development & Coaching

- ✓ Performance Coaching Awareness sessions
- ✓ Initiating a new 360 tool for the organization – Leadership Circle
- ✓ Division & branch specific work on leadership development



Classification Review Project



- ✓ 29 job streams (approx. 1800 positions) complete
- ✓ 13 job streams (approx. 1900 positions) in progress
- ✓ 14 job streams (approx. 500 positions) to start in 2016

From: [Lloyd, Penny FLNR:EX](#)
To: [McNeill, Diana A FLNR:EX](#)
Subject: Succession planning emails
Date: Friday, January 27, 2017 4:41:56 PM

From: Lloyd, Penny FLNR:EX
Sent: Thursday, September 22, 2016 11:57 AM
To: Morgan, Jeff A FLNR:EX; Foxall, Yvonne FLNR:EX; Ramsay, Mike K FLNR:EX; Stalberg, Mike X FLNR:EX
Subject: RE: To Ward "A New Structure for the Fish and Wildlife Branch"
Looks good Jeff! Thanks for doing this.

s.13

From: Morgan, Jeff A FLNR:EX
Sent: Thursday, September 22, 2016 11:41 AM
To: Foxall, Yvonne FLNR:EX; Lloyd, Penny FLNR:EX; Ramsay, Mike K FLNR:EX; Stalberg, Mike X FLNR:EX
Subject: To Ward "A New Structure for the Fish and Wildlife Branch"
This is what I would say.....

Reorganization of the Fish and Wildlife Branch

1. Current Challenges

- High volume workloads and capacity issues
- Uncertain Accountabilities / Business Areas (within Branch and within the Ministry)
- Risk of uneven distribution of workloads
- Coordination with other Branches/Divisions uncertain
- Difficulty hiring qualified individuals into management levels (workloads, staff support, pay, location)
- Shifting expectations/business areas (e.g. support for First Nations negotiations)

2. Goals

- Develop an Assistant Director position to support the Director
 - Define Role
- Address challenges (above) through a reorganization of the Branch

3. General Proposal

- Reorganize management positions to create different business area accountabilities
 - Management Team
 - Fisheries Manager
 - Biennial regulations
 - Fisheries Management Expertise
 - Fisheries Management Technical Team Coordination
 - Research Support
 - Wildlife Manager / Assistant Director
 - Biennial regulations
 - Access regulations
 - Wildlife Management Expertise
 - Wildlife Management Technical Team Coordination

- Research Support
- Role as Assistant Director to Manage Stakeholder Processes (new)
- Biometrics and Transformation
 - Manage Hunter Transformation
 - Build Analytics Team (new)
 - Manage Existing Data Systems
 - Deliver LEH
- Strategic Initiatives and Issues Manager
 - Program development and strategic policy
 - Issues management/communications (new)
 - First Nations policy development (new)
 - Process Support for Provincial Initiatives (new)
- Policy, Regulation and Legislation
 - Operational policy development (new)
 - Policy work to support legs and Regs changes
 - Manage Reg and Leg Change Processes
 - Support for director's permits approval (new)
 - Manage F&W role in NRPP Permitting Project
 - Section 24 decisions (new)

4. Questions?

- Certainty of roles for s.22 would be beneficial

5. Immediate Staffing Asks

- Fill s.22 Position-place in Strategic Initiatives Unit
- Maintain s.22 (Admin Assistant) –Risk Manage FTE \$
- Statistician/Analytics Position to Support Transformation – New Position (attrition will account for this hire in near future)

6. Next Steps

- Facilitated meeting with executive/PSA to analyse options/undertake/confirm/plan reorganization
 - Involve Regional Operations (recent report findings) and continued input
 - Involve other Branches (e.g. FN Relations)

Jeff Morgan

Fish and Wildlife Branch - Policy Manager

Resource Stewardship Division

Ministry of Forests, Lands and Natural Resource Operations

Office: (250) 371-6347, Cell: s.22 , Fax: (250) 828-4000

From: [Morgan, Jeff A FLNR:EX](#)
To: [Trotter, Ward FLNR:EX](#)
Cc: [Ramsay, Mike K FLNR:EX](#); [Foxall, Yvonne FLNR:EX](#); [Stalberg, Mike X FLNR:EX](#); [Lloyd, Penny FLNR:EX](#); [Baron, Joanne CSNR:EX](#)
Subject: RE: To Ward "A New Structure for the Fish and Wildlife Branch"
Date: Thursday, September 22, 2016 12:06:59 PM

Hello Ward,

Based on the initial discussion within the Management Team and in response to some of your input, what follows is a cursory problem analysis and proposed solution. Please consider it a kick off for a more thorough conversation and analysis.

Reorganization of the Fish and Wildlife Branch

1. Current Challenges

- High volume workloads and capacity issues
- Uncertain Accountabilities / Business Areas (within Branch and within the Ministry)
- Risk of uneven distribution of workloads
- Coordination with other Branches/Divisions uncertain
- Difficulty hiring qualified individuals into management levels (workloads, staff support, pay, location)
- Shifting expectations/business areas (e.g. support for First Nations negotiations)

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 - Research Support
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 - Biennial regulations
 - Access regulations
 - Wildlife Management Expertise
 - Wildlife Management Technical Team Coordination
 - Research Support
 - Role as Assistant Director to Manage Stakeholder Processes (new)
 - Potential Section 24 and other statutory decisions (new)
 - Biometrics and Transformation
 - Manage Hunter Transformation
 - Build Analytics Team (new)
 - Manage Existing Data Systems
 - Deliver LEH
 -

Strategic Initiatives and Issues Manager

- Program development and strategic policy
- Issues management/communications (new)
- First Nations policy development (new)
- Process Support for Provincial Initiatives (new)
- Policy, Regulation and Legislation
 - Operational policy development (new)
 - Policy work to support legs and Regs changes
 - Manage Reg and Leg Change Processes
 - Support for director's permits approval (new)
 - Manage F&W role in NRPP Permitting Project
 - Potential Section 24 and other statutory decisions (new)

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6. Next Steps

- Facilitated meeting with executive/PSA to analyse options/undertake/confirm/plan reorganization
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Sincerely,

Jeff Morgan

Fish and Wildlife Branch - Policy Manager

Resource Stewardship Division

Ministry of Forests, Lands and Natural Resource Operations

Office: (250) 371-6347, Cell: s.22 , Fax: (250) 828-4000

From: [Morgan, Jeff A FLNR:EX](#)
To: [Ahern, Terry FLNR:EX](#); [Foxall, Yvonne FLNR:EX](#); [Stalberg, Mike X FLNR:EX](#); [Ramsay, Mike K FLNR:EX](#); [Davies, Trevor FLNR:EX](#)
Subject: Realignment of Units within the Fish and Wildlife Branch
Date: Wednesday, October 26, 2016 1:57:06 PM

s.13,s.22

Jeff Morgan

Fish and Wildlife Branch - Policy Manager
Resource Stewardship Division
Ministry of Forests, Lands and Natural Resource Operations
Office: (250) 371-6347, Cell: s.22 , Fax: (250) 828-4000

From: s.22
To: [Stalberg, Mike X FLNR:EX](#); [Ramsay, Mike K FLNR:EX](#); [Foxall, Yvonne FLNR:EX](#)
Subject: Succession planning
Date: Monday, October 17, 2016 10:18:00 AM

s.22

As you know I currently hold 3 job area responsibilities – I thought I'd pass on my thoughts as to what needs to be considered for my replacement(s).

1. Provincial Bird Specialist

- My replacement will need to replace me on various committees, the most important being the International Pacific Flyway Technical Subcommittee (US, Canada and Mexico, Federal and State/Provincial voting representatives and the Waterfowl Technical Committee (Canada and BC Migratory Game Bird regulation committee). Would be useful if I can introduce them to these groups before I go.
- Someone needs to take over my role as Masterbanding Permit holder for bird banding in the province. Provincial regional subpermittee holders are dependent on this role to get their subpermits enabling them to band birds for research projects, to acquire and distribute the bands they need, and to collect, collate, correct and submit their data. If this role is not filled, then all of their subpermits will expire and they won't be able to continue their work next year – this is especially critical for Spotted Owls^{s.18} and Burrowing Owl in s.18. It's possible that one of my subpermittees could take over this role temporarily until a new Bird Specialist/Masterbander is in place, but this would be a stop-gap measure and may need me around to help set it up.
- Related to this is the provincial falconry banding program and spreadsheet – I need to spend some time with my replacement explaining these things
- There are numerous other provincial, national, international other committees I participate in, but they are less critical and the replacement can take their time to decide which one's are relevant to them.
- If possible it would be very helpful for my replacement to spend a day with me going over all the files I have on my computer and in my filing cabinets.

2. Section 24 Licence Cancellations

- In order to do these I had to have written authority granted to me by the Deputy Minister of FLNRO to act as Deputy Director and make decisions on behalf of the Director. This will need to be done for whomever replaces me on this file.
- My replacement should also take some Admin Law training.
- I could help a lot with general training if the replacement is picked before I go. I have also prepared a brief summary document of how the process works and have kept all my decisions and rationales on file, as well as created a spreadsheet summarising all the decision I am aware of (which helps a lot in keeping decisions consistent) to help my replacement). At the least I should spend a day with the replacement showing where I have things filed so they can find them and use them – would be better if we had a few days to go over a couple of cases so they better understand the process and responsibilities.

•

There is now also potential support with Sandra, Nurie and Diana having had experience in the LAO role.

3. Disabled Hunting Medical Assessments

- These seem to come in year-round now and it is unfair to the applicants (and possibly appealable to the EAB and Human Rights Council) to not have someone available to do the medical assessments as the permitting process can't continue without this important first step.
- We have a good P&P, and I have drafted a brief summary on how I do them – but again, it would be really helpful if I could spend a day or two with my replacement showing where I keep things on my computer and how the process works.

s.13

The bottom line of all this is to treat my “computer” and file cabinets as gold until the replacements are in place and trained. They contain ^{s.2} years of experience, databases, spreadsheets which my replacements will need. s.22

s.22

I hope this is useful:

s.22

From: s.22
To: [Stalberg, Mike X FLNR:EX](#)
Subject: RE: Succession planning - Disabled Hunting and S24 summaries
Date: Friday, November 4, 2016 2:29:54 PM
Attachments: [Adjudicating Disabled Hunting Permits - Companion Procedural Summary s.2 2016.docx](#)
[s.2 Process Summary for Section 24.docx](#)

Hi Mike – I'll work on the Bird Specialist summary as you have asked – in the meantime, I'm attaching a couple of documents I prepared to help my successor on the S24 and disabled hunting files. These are in addition to the formal P&P documents – just giving personal insight from my perspective and experience. We should transfer all the files and spreadsheets I have on my computer to Cole before I go.

I've told Cole about this and we've already arranged a couple of training dates when I go down to Victoria.

For the Bird Specialist stuff I'll try to drag some stuff as you've asked below. I gave Alicia a quick introduction to the Falconry banding spreadsheets today.

Relevant things to keep in mind are:

- My "My Performance" summary (gives an outline of all the things I do)
- The s.22 "away" email I send out when I'm away (gives contacts for various things I do)
- The Job Profile update done in 2015 for the classification review

Cheers,s.22

From: s.22
Sent: Wednesday, November 2, 2016 11:46 AM
To: s.22
Subject: FW: Succession planning
Comment on dropping SAR stuff when changed to FLNRO and picked up s24 and Disabled Hunting – kept SPOW and BUOW files due to long term involvement with RTs – could pass these back to MOE or could have new hire pick up SAR again if not doing S24s and DH

From: s.22
Sent: Wednesday, November 2, 2016 11:24 AM
To: s.22
Subject: FW: Succession planning
Add contacts for BBO (Louise Laurin), CWS (Andre Breault) and Pac Fly.

- Much info available on the banding database
- Also different spreadsheets for research bands, and need to know Bandit (manual)
- Info also available on my Perf Planning – make a copy before its removed, and on my s.22 "away" email note

From: Stalberg, Mike X FLNR:EX
Sent: Wednesday, November 2, 2016 10:53 AM
To: s.22
Subject: RE: Succession planning
Hi s.22

Can you provide some more details (maybe a word document) about the tasks in item 1 (Provincial Bird Specialist). It would be good to have instructions on how to use the banding spreadsheet. It would also be good to know the groups to be involved with and the contact information.

Thanks,

Mike

From: s.22
Sent: Monday, October 17, 2016 10:18 AM

To: Stalberg, Mike X FLNR:EX; Ramsay, Mike K FLNR:EX; Foxall, Yvonne FLNR:EX

Subject: Succession planning

s.22

As you know I currently hold 3 job area responsibilities – I thought I'd pass on my thoughts as to what needs to be considered for my replacement(s).

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s.13

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s.22

I hope this is useful:

s.22

s.22 **Process Summary for Section 24's (September 2016):**

1. Receive section 24 notification, recommendation and info package from COS.
2. LAO (Sandra) creates a folder in hunter's name and checks to see if everything needed for DM to make the decision is in order; if not, send back to COS with request for my info/clarification, etc.
3. When package ready, LAO drafts standard Notification Letter for DM's signature informing hunter of potential licence suspension and sends it to DM electronically.
4. DM reviews Notification Letter; if there's a problem; contact/inform LAO for clarification/correction.
5. When Notification Letter is ready, DM gives approval for sign off (or e-signature).
6. LAO sends Notification Letter and S24 package to hunter via registered mail; tracks receipt; tracks file for response; includes response in file (or notification of lack of response within deadline time).
7. Once response received or deadline passed (usually allow an extra 2 weeks beyond deadline date) LAO informs DM that file is complete and ready for review.
8. DM decides which file to review next (usually based on age of the file-oldest first, or any priorities COS have provided).
9. LAO gives entire package to DM for review and decision – NB this is first time that the DM should be seeing the case material (other than the Notification letter).
10. DM Review Process:
 - a. Review file and decide if there is anything missing that is critical to the decision that would warrant contacting the COS. NB, this is rarely done as doing this would necessitate supply a new Notification Letter to the hunter with the new information gathered, and giving the hunter another 30 days to respond.
 - b. Prepare summary of key points of the case (see examples on file), usually including case identification numbers; Hunter's response points; conservation impact (if any); COS recommendations, narrative, evidence, etc; alleged offences along with any convictions/court ordered penalties/COS tickets issued/paid; past licence action for similar/same offences (check Excel Compliance History spreadsheet); history of past/previous offences; and anything else that is relevant to the case.
 - c. Send any relevant queries regarding COORS, recent licence acquisitions, payment of fines, etc., to LAO.
 - d. Prepare draft decision letter to hunter.
 - e. If deemed necessary, contact legal counsel for advice/input/review (usually involving complex cases where the hunter is represented by a lawyer)
 - f. When ready, send draft decision letter to LAO for formatting and editing – any changes by them should be done in track changes so DM can easily see them.
 - g. Review electronic version from LAO to check on their edits and re-read decision letter to confirm content and decision.
 - h. When DM is ready to approve final version, LAO to provide hard copy for signature – or DM can give authority to attach e-signature
11. LAO mails original to the hunter via registered mail, put's copy of final signed decision letter in the file, sends e-copy to DM and CO for their records.
12. DM should update records including filing the decision letter, updating the Excel Compliance History and S24-Pending spreadsheets.
13. LAO puts notification of licence cancelations/suspension, including requirement for CORE, in the system and puts any licences/notifications from the hunter in the file when received. Lao then files the case accordingly.

Adjudicating Disabled hunting Permits.
A Companion to the Disabled Hunting Policy and Procedures.

s.22

, September 2016

The following is intended to act as a companion document to the official Disabled Hunting Policy and Procedures to assist the Wildlife Branch medical assessor when considering if an applicant has a physical disability that warrants recommending accommodation with a disabled hunting permit.

When considering an application for a disabled hunting permit, read the application and Medical Assessment Form (MAF) carefully:

1. Determine if it's a renewal?

- Applications for renewals of a previous permit do not require the submission of a new MAF if a newer version of the MAF (2007 or newer) is on file; the physical disability is permanent; and the applicant has not asked for a higher level permit than what was originally approved.
- Renewals (along with the existing MAF and previous permit) should be sent directly to the decision-maker by FCBC – the Wildlife Branch medical assessor does not need to see them unless the decision-maker questions the eligibility and asks the medical assessor to review the case.

2. For new applications:

- a) Determine what permit types/exemptions the applicants are asking for in preparations for sending your recommendations regarding medical eligibility to the Director for approval/denial.

There are basically three levels:

- i. Proxy hunting permit. This is the highest level and requires an extreme level of disability to qualify. Basically, if the applicant is physically capable of pulling the trigger of a firearm, they don't qualify. Those that do qualify are usually restricted to quadriplegics, total upper body paraplegics, and double arm amputees.
- ii. Shoot from vehicle (SMV). This is the second highest level and to qualify an applicant has to be basically incapable of standing or walking on their own. It is usually limited to wheelchair bound paraplegics or amputees and people with severe COPD who have to be attached to a large oxygen tank 24-7. It can also be applied to people's whose disabilities result in an unreasonable amount of time for them to get out and prepare to shoot – usually a minimum of over 3 mins or more; definitively if over 5 mins and confirmed by the Dr. The bar is higher for these permits as shooting from inside a vehicle is dangerous as the shooter does not have full 360 degree vision and its less fair to the game as the vehicle acts as a blind.
- iii. Access and Companion permits. This is the lowest level and basically only requires that the applicant have a disability that prevents them from walking/hiking long distances on uneven ground.

- Note that in closed areas, companions are not allowed to hunt for themselves, they are only allowed to assist the disabled hunter (companions can hunt for themselves and assist the disabled hunter in open areas).

3. Potential denials: When it is not clear what the applicant's physical disability is and how it interferes with their ability to hunt, or in any case where you feel you will be recommending a denial of any part of an application:

a) Call the applicant to clarify their physical limitations

- i. Explain your role in the process (i.e., not the decision-maker {DM}; just to assess the applicant's eligibility on medical ground in accordance with our P&P and to present that to the appropriate DM (Director or Regional Manager)
- ii. Explain the intention of the policy and permits (i.e., to ensure all applicant's human rights are considered by the DM when making the permit decisions while also ensuring that the Ministry upholds its responsibility to treat all applicants equitably and manage wildlife populations effectively)
- iii. If you are likely to recommend a denial any permit they have applied for:
 - Explain the rationale behind your recommendation, referring to P&P and past cases
 - Ensure they fully understand why and how the recommendations and decisions are made.
 - If they remain upset/don't understand why they are not eligible, you can offer to have the Director contact them directly later.
 - Record the main points of the discussion and include it in your submission to the Director.

b) Call the doctor and ask them to clarify/verify in the rare event that an applicant's physical disability or eligibility is still not clear.

- i. Introduce yourself, explain your role, our P&P, and why you are calling.
- ii. Sometimes the Dr may refuse to answer questions about the applicant without their written permission – in such cases; you may ask general questions about the nature of the disability that may help you get what you need.
- iii. Record the main points of the discussion and include it in your submission to the Director.

4. Eligibility still uncertain: In cases where it is still uncertain or unclear if the applicant qualifies for medical eligibility:

a) Consult the P&P and this document for direction

b) Consider the following questions:

- i. Would it be "undue hardship" for the Ministry to issue the permit and if so why?
- ii. Is there good rationale for denying the application on medical grounds (i.e., would the decision stand up to the EAB if appealed)

- c) In cases where you cannot make a solid recommendation, in the email to the Director, explain the situation and give him/her some logical options with rationales for each and ask them to make the final decision.
- d) Cases which neither the Wildlife Branch medical assessor nor the Director can make a decision should be referred to legal counsel

5. In cases where the applicant appears eligible for the permit(s) requested:

- a) Send an email to the Director informing them that you have reviewed the application and MAF and recommend approval on medical grounds for the permits requested.
- b) Attach the application and MAF (and any other relevant documents).
- c) Request confirmation of their decision regarding approval/denial of medical eligibility
- d) If the application includes a Director's permit (Proxy, SMV, companion in open areas), ask them to approve the Director's component(s) and give the FCBC agent authority to use their electronic signature to authorise it (them) for up to 5-years if appropriate.
- e) Upon receipt of approval from the Director, forward the complete package (email trail and attachments) back to the originating FCBC agent with an email explaining the approvals and informing them:
 - i. If the authorisation is only comprised of Director's permits, it should be for 5 years
 - ii. If it is only for Regional Manager's permits (access and companion in closed areas) it is usually only for 1-year
 - iii. If it contains combined authorisations for Director's and RMs permits, it should be for 1-year, unless the RM denies all access requested, in which case only the Director's permits remain and it can be for 5-years.
 - iv. File and retain this email and attachments for your records.

6. In cases where the applicant appears ineligible for all of part of the permits requested:

- a) Include an explanation of the denial in your email to the Director, including a summary of any discussion you had with the applicant (if you were unable to contact the applicant, give an explanation including any attempts made).
- b) Inform the Director if the applicants asked to have the Director contact them for further discussion.
- c) Attach a draft denial/conditional letter and ask the Director to review it and give approval for the FCBC agent to attach their electronic signature to it if approved.
- d) Upon receipt of approval/denial from the Director, forward the complete package (email trail and attachments including denial letter) back to the originating FCBC agent with an email explaining the approvals and informing them:
 - i. If the authorisation is only comprised of Director's permits, it should be for 5 years (e.g., SMV denied, companion in open areas approved) and the Director has already given approval for them to attach his/her signature to the permit.
 - ii. If it is only for Regional Manager's (RM) permits (e.g., SMV denied; access and companion in closed areas approved), then it goes to the RM for approval and if approved, it is usually only for 1-year

- iii. If it contains combined authorisations for Director's and RMs permits, if the RM approves the access component, then they can sign to authorise all the permits and it should be for 1-year. If the RM denies all access requested, in which case only the Director's permits remain and it can be for 5-years, and the Director has already given approval to use his/her e-signature.
- iv. Advise that the denial letter is to be included with the package to the applicant and that the Director has already given approval for them to apply his/her e-signature to it.
- v. File and retain this email and attachments for your records.

7. Common Scenarios:

a) SMV and access/companion applications:

- i. Many people apply for both SMV and access; however, a good portion of them will only qualify for access/companions, and often are not really interested from shooting from inside the cab of a vehicle – they simply check off every box on the application form to see what they can get.
- ii. For these people, it's good to explain the SMV permits are intended for those people who cannot exit a vehicle and load, hold, aim and discharge a firearm **without assistance**. Basically this is restricted to wheelchair bound paraplegics or amputees and COPD sufferers connected to large oxygen tanks 24/7 (as it takes these people an inordinate amount of time and assistance to get their wheelchairs/oxygen tanks out of the vehicle, or attach their prosthetics). If a hunter is capable of exiting a vehicle and standing up to shoot in a reasonable time, they are expected to do so.
- iii. Many applicants are satisfied without an SMV permit as long as they understand why they do not qualify and that we are being equitable across all applicants.
- iv. Note it is a distinct hunting advantage to shoot wildlife from inside a vehicle, since wildlife tend to spook when a human exits a vehicle. It is also less safe as sightlines are reduced. Thus those applicants that are capable of safely exiting a vehicle without assistance, but are just slower than normal (say 30 secs to 3 mins) do not normally qualify for SMV.

b) SMV applicants that don't qualify:

- i. Some applicants cannot exit a vehicle without assistance, but claim they need to lean on something for support to get a clean shot – which is why they want to shoot from inside their vehicle.
- ii. In these cases, we can inform them that once they exit their vehicle, as long as they have both feet planted on the ground, they can lean on their vehicle to get the support they need, and that we will send them a letter from the Director confirming this. Many hunters are not aware of this and when informed, state that this is all the help they need.

- iii. Note, that there has been some disagreement amongst the COS regarding the legality and safe to lean on a vehicle to shoot, but our Legal Counsel has advised us that it is legal, as long as the area is open to the discharge of firearms.
 - iv. As mentioned in Section 3 under Conditional Permits, in borderline cases we can also consider recommending an SMV-ATV only permit, as many hunters only want this as they don't want to shoot from inside a vehicle.
- c) SMV-ATV only:
- i. For borderline SMV applicants who can get out of a cabbed vehicle to shoot, but who often hunt from an ATV, we can issue an SMV-ATV only permit. The rationale being that shooting from atop an ATV allows full 360 degree vision and the game can see the hunter so the major issues of safety and fairness are much lower than for shooting from inside a cab. These are especially useful for people who use an ATV and whose disability makes it easier for them to slide out from a cab than to dismount from an ATV.

8. Uncommon scenarios: NB - all these scenarios involve a denial of all or part of what was applied for and therefore, such permits should be accompanied by a letter from the Director denying the full permit and explaining the denial/conditions.

- a) Proxy hunter plus other applications:
- i. It is expected that an identified proxy hunter is not disabled, and therefore would not qualify for any disabled permits themselves.
 - ii. Therefore a disabled hunter can either apply for a proxy hunter permit or for SMV/access/companions permits, but not both, as if they are capable of hunting from a vehicle or with companions, they do not qualify for a proxy hunter permit.
- b) Conditional Permits: In rare, borderline cases we can add conditions to a permit for people whose disabilities are permanent but don't always make them incapable of the activity they are asking for a permit for. In these cases, if an observer sees the permittee ably doing things they have a disability permit for (e.g., shoot an animal from inside a vehicle and then jump out of the vehicle to retrieve/dress it showing they could have exited the vehicle to shoot it), the observer could file a complaint and we could deal with it appropriately.
- i. Flare-up disabilities: The applicant may have a type of disability that flares up on a regular but unpredictable basis, making it impossible for them to exit the vehicle in a reasonable amount of time; but in between flare-ups they don't need the permit. In such cases we can consider adding a condition to the permit that states it is only valid during flare-ups when the applicant is incapable of exiting a vehicle.
 - ii. Terrain dependent disability: The applicant may have a balance issue that prevents them from safely exiting a vehicle on rough and/or sloping ground, but can do so safely on flat fairly even ground. In such cases a permit could be issued conditional to it only being valid on rough/sloping ground.
 - iii. Shoulder injuries: Most applicants have mobility related disabilities; however some applications have been reviewed from people with shoulder disabilities. These people are able to walk, but cannot carry out any game they shoot due to a

shoulder disability. Legal Counsel has advised that since retrieval is an integral part of hunting, people with this kind of disability should be able to use their vehicles, but only to retrieve game they have shot – they will still be required to walk into the closed area the same as any other able-bodied hunter, but can then use their vehicle to help them retrieve any game they shot there.

- c) Temporary disabilities: (e.g., waiting for surgery with uncertain outcome)
 - i. Some MAFs have the Dr indicating that a person's disability is, or may be, temporary. Generally, our policy does not include accommodating temporary injuries. However, in some cases, it may be warranted. A good example would be an applicant with severe osteoarthritis in their knee or hips who is waiting replacement surgery. In these cases, the Dr may indicate the disability to be temporary awaiting the results of surgery as there is a hope that the surgery may cause a return to function. However, waiting lists for such surgery can be months or years and there is no certain outcome from the procedures (in fact, while most get some relief, they are usually still eligible for access/companion permits). In the meantime, their disability continues and prevents them from walking long distances on uneven terrain. In these cases we have approved permit applications, but unlike other permits, these hunters are required to submit a new MAF with any future application, ensuring that the Ministry is kept up-to-date on their disability and can react accordingly.
 - ii. FCBC agents should be instructed to keep notification of this requirement on file for future applications.

9. Transfer of responsibility of Wildlife Branch medical adviser

- a) In the event that responsibility for conducting medical assessments of applicants for disabled hunting permits changes hands, the new person should get written permission from the Director to perform this task.
- b) It is strongly advised that this responsibility is kept to a single individual to keep assessments as consistent as possible as inconsistent could lead to appeals to the EAB as well as to the Human Rights Board.

10. s.22 processing procedure

- a) Receive request from FCBC
- b) Check if new or renewal – if renewal return to FCBC with reminder that renewals go straight to Decision Maker along with past MAF and permit
- c) If new, review application and MAF.
- d) If any needed part of the application is missing/incomplete/or contrary to P&P (most common error is not filling out the closed areas properly, or listing areas that aren't closed), return to FCBC agent with note explaining that they need to contact applicant and gather missing info/correct errors.

- e) Once everything needed for evaluation is in place, summarise both the application and the MAF on Word Disability Permit Application Review document for the appropriate year.
- f) Once you have reviewed the application and completed your summary, follow steps 3-6 depending on where your initial assessment falls. Basically:
 - i. Contact applicant (and possibly Doctor) if necessary
 - ii. Send email to Director including application and MAF, (and draft denial/conditional letter if appropriate) with a brief explanation of the case and your recommendation and rationale for it. If anything is potentially controversial, or it's so borderline you need him/her to make the decision, advise him/her up front. Summarise with what exactly you want him/her to approve/deny (including permits and authorisation for FCBC agent to use his e-signature for any Director's permits or letters).
 - iii. When the response is received, for it with an explanatory e-mail to the FCBC agent instructing them as to what was approved/denied and who needs to sign what, and for how long.
- g) Final filing/documentation.
 - i. Finalise and your WORD summary (update the ACTIONS section, add notifications of Denial/Approvals) and move it down from the Active to the Completed section.
 - ii. Update the Excel summary spreadsheet with the case details
 - iii. Electronically file the last email to the FCBC agent along with the email trail and attachments (I do this in Email sorted by year and permit type, etc).

From: [Ramsay, Mike K FLNR:EX](#)
To: [McNeill, Diana A FLNR:EX](#)
Subject: FW: Succession planning for Bird Specialist.
Date: Tuesday, January 31, 2017 12:06:49 PM
Attachments: [Succession Planning for Provincial Bird Specialist Position.docx](#)
[Adjudicating Disabled Hunting Permits - Companion Procedural Summary s. 2016.docx](#)
[s.2 Process Summary for Section 24.docx](#)

Mike Ramsay
Associate Director: Fisheries Management
Forests, Lands and Natural Resource Operations
Phone: 250.398.4546

From: s.22
Sent: Monday, November 7, 2016 4:40 PM
To: Ramsay, Mike K FLNR:EX
Cc: Foxall, Yvonne FLNR:EX
Subject: FW: Succession planning for Bird Specialist.

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From: s.22
Sent: Monday, October 17, 2016 10:18 AM
To: Stalberg, Mike X FLNR:EX; Ramsay, Mike K FLNR:EX; Foxall, Yvonne FLNR:EX
Subject: Succession planning
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B. Someone needs to take over my role as Masterbanding Permit holder for bird banding in the province. Provincial regional subpermittee holders are dependent on this role to get their subpermits enabling them to band birds for research projects, to acquire and

distribute the bands they need, and to collect, collate, correct and submit their data. If this role is not filled, then all of their subpermits will expire and they won't be able to continue their work next year – this is especially critical for Spotted Owl in s.18 and Burrowing Owl in s.18. It's possible that one of my subpermittees could take over this role temporarily until a new Bird Specialist/Masterbander is in place, but this would be a stop-gap measure and may need me around to help set it up.

C. Related to this is the provincial falconry banding program and spreadsheet – I need to spend some time with my replacement explaining these things

D. There are numerous other provincial, national, international other committees I participate in, but they are less critical and the replacement can take their time to decide which one's are relevant to them.

E. If possible it would be very helpful for my replacement to spend a day with me going over all the files I have on my computer and in my filing cabinets.

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• s.13

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Cheers s.22

Page 022

Withheld pursuant to/removed as

s.22

Page 023 to/à Page 030

Withheld pursuant to/removed as

DUPLICATE

Succession Planning for Provincial Bird Specialist Position

NB – I will be an RPBio on retired status after^{s.22}

s.22

As such, I will not be to help in the training of the new Bird Specialist as College of Applied Biology regulations do not allow me to practise applied biology when on retired status. Therefore, it would be a good idea to have a current employee (perhaps the new manager) go over some of this stuff with me before I retire.

- A. **BIRD COMMITTEES:** My replacement will need to replace me on various committees, the most important being the International Pacific Flyway Technical Subcommittee (US, Canada and Mexico, Federal and State/Provincial voting representatives and the Waterfowl Technical Committee (Canada and BC Migratory Game Bird regulation committee).

Waterfowl Technical Committee – this is the committee that regulates migratory game birds in Canada/BC and includes membership from CWS and myself. We collect regulation change proposals and decides which one's we can put forward to the Directors (CWS and Wildlife) for approval – this is now done every 2 years. Once approved, we make sure that our regulations and the CWS regulations are identical.

- My main contact for most of the past 20 years has been Andre Breault at CWS , Delta: andre.breault@canada.ca 604-350-1962
- Lately, much of my contact in CWS (involving migratory game bird mgmt. including nuisance species such as Canada Geese, Mute Swans ad gulls) has been with Erika Lok: erika.lok@ec.gc.ca 604-350-1904
- For any general regulatory questions call their switchboard at 604-350-1900 and ask to be put forward to the right person.

Pacific Flyway Technical Committee – The Pacific Flyway includes state/provincial and federal representatives from the west side of North America. I am BC's representative and voting member on all the bird subcommittees. We get to vote of general mgmt. issues but not on each other's specific hunting regulations. The Pac Fly supplies us with most of the information we need to be able to manage mig birds in BC.

- They have a great website at <http://pacificflyway.gov/> which includes contact information and all the various mig bird mgmt. plans.
- The subcommittee meet 3-4 times a year - when I had a budget, this was my highest priority and I made sure I attended one meeting a year – the one in March. Lately, due to cut-backs, I've only been able to attend every 2nd or 3rd – any absence longer than 3 years could result in us losing our voting rights and the privilege of receiving the information.
- My successor should contact Andre Breault (CWS person who usually attends) and arrange to meet him there for introductions.

Other Committees: There are several other provincial, national, international committees I participate in, but they are less critical and the replacement can take their time to decide which one's are relevant to them.

- B. **RESEARCH BANDING:** Someone needs to take over my role as Masterbanding Permit holder for bird banding in the province. All research banding requires the use of USFWS bands that

are only supplied to Master Banding Permit holders. Provincial regional subpermittee holders are dependent on this role to get their subpermits enabling them to band birds for research projects, to acquire and distribute the bands they need, and to collect, collate, correct and submit their data. If this role is not filled, then all of their subpermits will expire and they won't be able to continue their work next year – this is especially critical for Spotted Owl in s.18 and Burrowing Owl in s.18

- My best contact for the Bird Banding Office (BBO) in Ottawa is Louise Laurin: louise.laurin3@canada.ca. She runs the Bandit database (which is where I submit the banding data to), is who I send my Year-end reports to, and is who sends out our banding permits and subpermits each spring. She can put my successor in contact with others for banding related issues (e.g., ordering new bands).
- Louise has informed me that it's possible that one of my subpermittees could take over the Masterbander role temporarily until a new Bird Specialist/Masterbander is in place, but this would be a stop-gap measure and may need me around to help set it up. I have 3 subpermittees: Sean Pendergast (Nanaimo); Ian Blackburn (Surrey) and John Surgenor (Kamloops). Sean Pendergast has volunteered to do this if necessary.
- I am attempting to get all data and my year-end report submitted before I retire. I am also sending out enough bands to my subpermittees to cover them for next year.
- Someone will have to receive and distribute the subpermits when they come in (Sean?).
- The New Bird Specialist will need to acquire a Master Permit – the BBO does not want all subpermittees getting their own Master permits.
- The new master Permit holder will need to learn how to use the Bandit program and will also need to get familiar with the spreadsheet I use to keep tabs on our bands with so they can answer the occasional audit from BBO.
- Bandit website: <http://www.pwrc.usgs.gov/bbl/resources/bandit/index.cfm>

C. **FALCONRY BANDING.** This covers banding for raptors (owls, hawks, falcons, etc) for falconers, raptor zoos/educational centres, rehabs etc, and for which we have an assortment of different band types.

- My replacement needs to become familiar with the provincial database I have set up on Excel. It includes a key tab explaining the different kinds of bands and what they are used for, and tabs for each different kind of band.
- This database contains all historical and current info on raptor banding in BC and must be updated every spring when the permittees submit their annual reports, and throughout the year when we receive progeny reports or other information. It is currently set-up as a read-only file where regional staff can access it but only I can edit/amend it. I recommend it stay this way.
- I should spend some time with my replacement explaining how it works.

D. **MY FILES:** I have 5 years of hard copy files, computer files and emails in my file cabinets and on my computer.

- I'm currently using two computers, one in Victoria and one in Nanaimo, both of which have all my files – if these get expunged, the history goes with them

- I have 2 standing file cabinets in my Victoria office and 1 just outside the cubicle – I also have the banding cabinet with all my banding supplies/tools etc., against the wall near s.22 office (and maybe another file cabinet there too.
- I also have bookcases in Victoria holding various books and other documents relevant to my job. I also have some in Nanaimo, which I'll bring back to Victoria in my last week.
- NB my My Performance documents from the past years give good summaries of what my duties have been, and my "out of office" notes contain information on who to contact for various things.

E. PAST MoE DUTIES:

- I used to cover all non-regulatory matters for birds before the split between MoE and FLNRO – when that happened I dropped most of them and picked up the S24 and Disabled Hunting files.
- I dropped all Species-at-Risk (SAR) portfolios except Spotted, Owl, Burrowing Owl and Peregrine Falcons as I had such a long history with these it was determined I'd keep them.
- My understanding is that the S24 and Disabled Hunting portfolios are being shifted to Cole, while my successor may pick up trapping in addition to bird mgmt.
- This changeover would be a good time to reconsider whether my position should keep the SAR portfolios or not.

From: [Ramsay, Mike K FLNR:EX](#)
To: [McNeill, Diana A FLNR:EX](#)
Subject: FW: Succession planning for Bird Specialist. Update
Date: Tuesday, January 31, 2017 12:06:18 PM
Attachments: [Succession Planning for Provincial Bird Specialist Position.docx](#)

Mike Ramsay
Associate Director: Fisheries Management
Forests, Lands and Natural Resource Operations
Phone: 250.398.4546

From: s.22
Sent: Wednesday, November 9, 2016 4:16 PM
To: Ramsay, Mike K FLNR:EX
Cc: Foxall, Yvonne FLNR:EX
Subject: RE: Succession planning for Bird Specialist. Update
FYI – I have updated the Bird Specialist summary to include more information on banding, including where to find the provincial database for raptor banding and the disposition summary for all USFWS research bands. The provincial database for raptors contains all provincial raptor banding records dating back to 1981 – the USFWS spreadsheet has information going back to 1974.

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I have attached these and a brief summary for the Bird Specialist position to this email.
Since I don't currently have a manager, I am sending these to you hoping they will prove useful.
Cheers, s.22

From: Stalberg, Mike X FLNR:EX
Sent: Wednesday, November 2, 2016 10:53 AM
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Sent: Monday, October 17, 2016 10:18 AM
To: Stalberg, Mike X FLNR:EX; Ramsay, Mike K FLNR:EX; Foxall, Yvonne FLNR:EX
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Rosche, Kimberly FLNR:EX

From: Ramsay, Mike K FLNR:EX
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To: McNeill, Diana A FLNR:EX
Subject: FW: Succession planning for Bird Specialist. Update-Falconry issues s.22
Attachments: Succession Planning for Provincial Bird Specialist Position.docx

Mike Ramsay
Associate Director: Fisheries Management
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Phone: 250.398.4546

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Subject: Succession planning for Bird Specialist. Update-Falconry issues next spring

PS – it occurs to me that while much of the bird mgmt. portfolios will be quiet s.22 this is the time that all falconry permits will come up for renewal. The Bird Specialist has a central role in this as the position:

- a) Is responsible for reviewing and approving/denying all capture permit applications
- b) Is responsible for setting up the special draw (small scale LEH) for Peregrine Falcons and Gyrfalcons which is held every July 15 which determines who gets the limited permits available for these birds, and of those getting permits for Gyrfalcons, who gets the coveted Haines Road area.
- c) Is responsible for reviewing all the annual reports from falconers and reporting the results to regional bio's to advise them as to whether the annual possession permit should be renewed.

s.22

Those most familiar with these issues are Kelly Smith in HQ, Sean Pendergats in Nanaimo and Brent Gurd in Surrey

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Succession Planning for Provincial Bird Specialist Position

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Pacific Flyway Technical Committee – The Pacific Flyway includes state/provincial and federal representatives from the west side of North America. I am BC's representative and voting member on all the bird subcommittees. We get to vote of general mgmt. issues but not on each other's specific hunting regulations. The Pac Fly supplies us with most of the information we need to be able to manage mig birds in BC.

- They have a great website at <http://pacificflyway.gov/> which includes contact information and all the various mig bird mgmt. plans.
- The subcommittee meet 3-4 times a year - when I had a budget, this was my highest priority and I made sure I attended one meeting a year – the one in March. Lately, due to cut-backs, I've only been able to attend every 2nd or 3rd – any absence longer than 3 years could result in us losing our voting rights and the privilege of receiving the information.
- My successor should contact Andre Breault (CWS person who usually attends) and arrange to meet him there for introductions.

Other Committees: There are several other provincial, national, international committees I participate in, but they are less critical and the replacement can take their time to decide which one's are relevant to them.

- B. **RESEARCH BANDING:** Someone needs to take over my role as Masterbanding Permit holder for bird banding in the province. All research banding requires the use of USFWS bands that

are only supplied to Master Banding Permit holders. Provincial regional subpermittee holders are dependent on this role to get their subpermits enabling them to band birds for research projects, to acquire and distribute the bands they need, and to collect, collate, correct and submit their data. If this role is not filled, then all of their subpermits will expire and they won't be able to continue their work next year – this is especially critical for Spotted Owl in s.18 and Burrowing Owl in s.18

- The Branch's Banding Masterpermit # is 10270, currently issued to BC Wildlife Branch c/o s.22. Subpermits under it currently are:
 - 10270 A to s.22 for Raptors including SARA listed Spotted owls, Burrowing Owls and Peregrine Falcons; Species of Special Concern Short-eared Owls; Seabirds, Waterfowl, and use mist nets
 - 10270 AA John Surgenor (Kamloops) for Raptors including Burrowing Owl
 - 10270 AB to Sean Pendergast (Nanaimo) for Raptors and mist nets
 - 10270 W to Ian Blackburn (Surrey) for Raptors including Spotted Owls, and mist nets
 - Banding data from subpermittees is input and saved on BANDIT, which is a North American-wide database program downloaded on my computer. BANDIT also submits the data to the Bird Banding Office in Ottawa.
 - The New Bird Specialist will need to acquire/take over the Masterpermit – the BBO does not want all subpermittees getting their own Masterpermits.
 - The new Masterpermit holder will need to learn how to use the Bandit program and will also need to get familiar with the spreadsheet I use to keep tabs on our bands with so they can answer the occasional audit from BBO.
 - Bandit website: <http://www.pwrc.usgs.gov/bbl/resources/bandit/index.cfm>
 - My best contact for the BBO is Louise Laurin: louise.laurin3@canada.ca. She runs the Bandit database, is who I send my Year-end reports to, and is who sends out our banding permits and subpermits each spring. She can put my successor in contact with others for banding related issues (e.g., ordering new bands).
 - Louise has informed me that it's possible that one of my subpermittees could take over the Masterbander role temporarily until a new Bird Specialist/Masterbander is in place, but this would be a stop-gap measure and may need me around to help set it up. I have 3 subpermittees: Sean Pendergast (Nanaimo); Ian Blackburn (Surrey) and John Surgenor (Kamloops). Sean Pendergast has volunteered to do this if necessary.
 - I am attempting to get all data and my year-end report submitted before I retire. I am also sending out enough bands to my subpermittees to cover them for next year.
 - Someone will have to receive and distribute the subpermits when they come in (Sean?).
 - I also maintain on my computer an excel inventory spreadsheet that summarises disposition of all research bands the Branch has held or used since 1974. It is titled USFWSBND2.xls
- C. **FALCONRY BANDING.** This covers banding for raptors (owls, hawks, falcons, etc) for falconers, raptor zoos/educational centres, rehabs etc, and for which we have an assortment of different band types.
- My replacement needs to become familiar with the provincial database I have set up on Excel. It includes a key tab explaining the different kinds of bands and what they are used for, and tabs for each different kind of band. It contains over 35 years

on banding data for raptors in BC and is used by the Bird Specialist, regional staff, and clients/falconers on a regular basis, as well as occasionally by enforcement staff and raptor managers in other jurisdictions.

- The database is housed at \\sfp.idir.bcgov\S140\S40203\ESD_F&W\FALCBANDBCHQ
- It was set up so that regional; staff could access it, but not amend/alter it – that privilege was retained in HQ by the Bird Specialist – I recommend it stay that way.
- This database contains all historical and current info on raptor banding in BC and must be updated every spring when the permittees submit their annual reports, and throughout the year when we receive progeny reports or other information.

D. MY FILES: I have^{s.} years of hard copy files, computer files and emails in my file cabinets and on my computer.

- I'm currently using two computers, one in Victoria and one in Nanaimo, both of which have all my files – if these get expunged, the history goes with them
- I have 2 standing file cabinets in my Victoria office and 1 just outside the cubicle – I also have the banding cabinet with all my banding supplies/tools etc., against the wall near^{s.22} office (and maybe another file cabinet there too.
- I also have bookcases in Victoria holding various books and other documents relevant to my job. I also have some in Nanaimo, which I'll bring back to Victoria in my last week.
- NB my My Performance documents from the past years give good summaries of what my duties have been, and my "out of office" notes contain information on who to contact for various things.

E. PAST MoE DUTIES:

- I used to cover all non-regulatory matters for birds before the split between MoE and FLNRO – when that happened I dropped most of them and picked up the S24 and Disabled Hunting files.
- I dropped all Species-at-Risk (SAR) portfolios except Spotted, Owl, Burrowing Owl and Peregrine Falcons as I had such a long history with these it was determined I'd keep them.
- My understanding is that the S24 and Disabled Hunting portfolios are being shifted to Cole, while my successor may pick up trapping in addition to bird mgmt.
- This changeover would be a good time to reconsider whether my position should keep the SAR portfolios or not.

Page 043 to/à Page 045

Withheld pursuant to/removal as

DUPLICATE

Rosche, Kimberly FLNR:EX

From: Ramsay, Mike K FLNR:EX
Sent: Tuesday, January 31, 2017 12:06 PM
To: McNeill, Diana A FLNR:EX
Subject: FW: Succession planning for Bird Specialist. Update Nov 24 2016
Attachments: Succession Planning for Provincial Bird Specialist Position.docx

Mike Ramsay
Associate Director: Fisheries Management
Forests, Lands and Natural Resource Operations
Phone: 250.398.4546

From: s.22
Sent: Thursday, November 24, 2016 9:54 AM
To: Ramsay, Mike K FLNR:EX; Foxall, Yvonne FLNR:EX
Subject: FW: Succession planning for Bird Specialist. Update Nov 24 2016

I've updated the Bird Specialist summary again to include information on where the raptor and research birds and banding can be located.. thought that might be useful.

I intend to bring all relevant material I have in Nanaimo back to Victoria so it's all in one place.

Cheers s.22

From: s.22
Sent: Wednesday, November 9, 2016 4:16 PM
To: Ramsay, Mike K FLNR:EX
Cc: Foxall, Yvonne FLNR:EX
Subject: RE: Succession planning for Bird Specialist. Update

FYI – I have updated the Bird Specialist summary to include more information on banding, including where to find the provincial database for raptor banding and the disposition summary for all USFWS research bands. The provincial database for raptors contains all provincial raptor banding records dating back to 1981 – the USFWS spreadsheet has information going back to 1974.

From: s.22
Sent: Monday, November 7, 2016 4:40 PM
To: Ramsay, Mike K FLNR:EX
Cc: Foxall, Yvonne FLNR:EX
Subject: FW: Succession planning for Bird Specialist.

While he was my manager, Mike Stalberg asked me to prepare some relevant summaries regarding contacts etc., for the Bird Specialist position before I retire. I have already done so for the S24 and Disabled Hunting portfolios which I have sent to Mike and to Cole previously.

I have attached these and a brief summary for the Bird Specialist position to this email.

s.22 , I am sending these to you hoping they will prove useful.

Cheers, s.22

From: Stalberg, Mike X FLNR:EX
Sent: Wednesday, November 2, 2016 10:53 AM
To: s.22
Subject: RE: Succession planning

Hi s.22

Can you provide some more details (maybe a word document) about the tasks in item 1 (Provincial Bird Specialist). It would be good to have instructions on how to use the banding spreadsheet. It would also be good to know the groups to be involved with and the contact information.

Thanks,
Mike

From: s.22
Sent: Monday, October 17, 2016 10:18 AM
To: Stalberg, Mike X FLNR:EX; Ramsay, Mike K FLNR:EX; Foxall, Yvonne FLNR:EX
Subject: Succession planning

s.22

As you know I currently hold 3 job area responsibilities – I thought I'd pass on my thoughts as to what needs to be considered for my replacement(s).

1. Provincial Bird Specialist
 - A. My replacement will need to replace me on various committees, the most important being the International Pacific Flyway Technical Subcommittee (US, Canada and Mexico, Federal and State/Provincial voting representatives and the Waterfowl Technical Committee (Canada and BC Migratory Game Bird regulation committee). Would be useful if I can introduce them to these groups before I go.
 - B. Someone needs to take over my role as Masterbanding Permit holder for bird banding in the province. Provincial regional subpermittee holders are dependent on this role to get their subpermits enabling them to band birds for research projects, to acquire and distribute the bands they need, and to collect, collate, correct and submit their data. If this role is not filled, then all of their subpermits will expire and they won't be able to continue their work next year – this is especially critical for Spotted Owl in s.18 and Burrowing Owl in s.18. It's possible that one of my subpermittees could take over this role temporarily until a new Bird Specialist/Masterbander is in place, but this would be a stop-gap measure and may need me around to help set it up.
 - C. Related to this is the provincial falconry banding program and spreadsheet – I need to spend some time with my replacement explaining these things
 - D. There are numerous other provincial, national, international other committees I participate in, but they are less critical and the replacement can take their time to decide which one's are relevant to them.
 - E. If possible it would be very helpful for my replacement to spend a day with me going over all the files I have on my computer and in my filing cabinets.
2. Section 24 Licence Cancellations
 - In order to do these I had to have written authority granted to me by the Deputy Minister of FLNRO to act as Deputy Director and make decisions on behalf of the Director. This will need to be done for whomever replaces me on this file.
 - My replacement should also take some Admin Law training.

- I could help a lot with general training if the replacement is picked before I go. I have also prepared a brief summary document of how the process works and have kept all my decisions and rationales on file, as well as created a spreadsheet summarising all the decision I am aware of (which helps a lot in keeping decisions consistent) to help my replacement). At the least I should spend a day with the replacement showing where I have things filed so they can find them and use them – would be better if we had a few days to go over a couple of cases so they better understand the process and responsibilities.
 - There is now also potential support with Sandra, Nurie and Diana having had experience in the LAO role.
3. Disabled Hunting Medical Assessments
- These seem to come in year-round now and it is unfair to the applicants (and possibly appealable to the EAB and Human Rights Council) to not have someone available to do the medical assessments as the permitting process can't continue without this important first step.
 - We have a good P&P, and I have drafted a brief summary on how I do them – but again, it would be really helpful if I could spend a day or two with my replacement showing where I keep things on my computer and how the process works.
 - s.13

The bottom line of all this is to treat my “computer” and file cabinets as gold until the replacements are in place and trained. They contain s. years of experience, databases, spreadsheets which my replacements will need.

I hope this is useful:

Cheers, s.22

s.22

Page 049 to/à Page 052

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DUPLICATE

From: [Lloyd, Penny FLNR:EX](#)
To: [McNeill, Diana A FLNR:EX](#)
Subject: FW: All day managers meeting draft agenda
Date: Friday, January 27, 2017 4:48:56 PM
Attachments: [All Day Managers Meeting.docx](#)

-----Original Message-----

From: Lloyd, Penny FLNR:EX
Sent: Tuesday, March 29, 2016 3:30 PM
To: Peterson, Dan FLNR:EX
Cc: McNeill, Diana A FLNR:EX
Subject: All day managers meeting draft agenda

Hello Dan,

A draft agenda for our conversation tomorrow.

Cheers,

Penny Lloyd
Manager, Legislative Reform
Fish and Wildlife Branch
Ministry of Forests, Lands and Natural Resource Operations Tel 250 356 0830 ^{s.22}

>

All Day Managers Meeting
Tuesday April 5, 2016 9 am – 4:45 pm

Location ^{s.22}

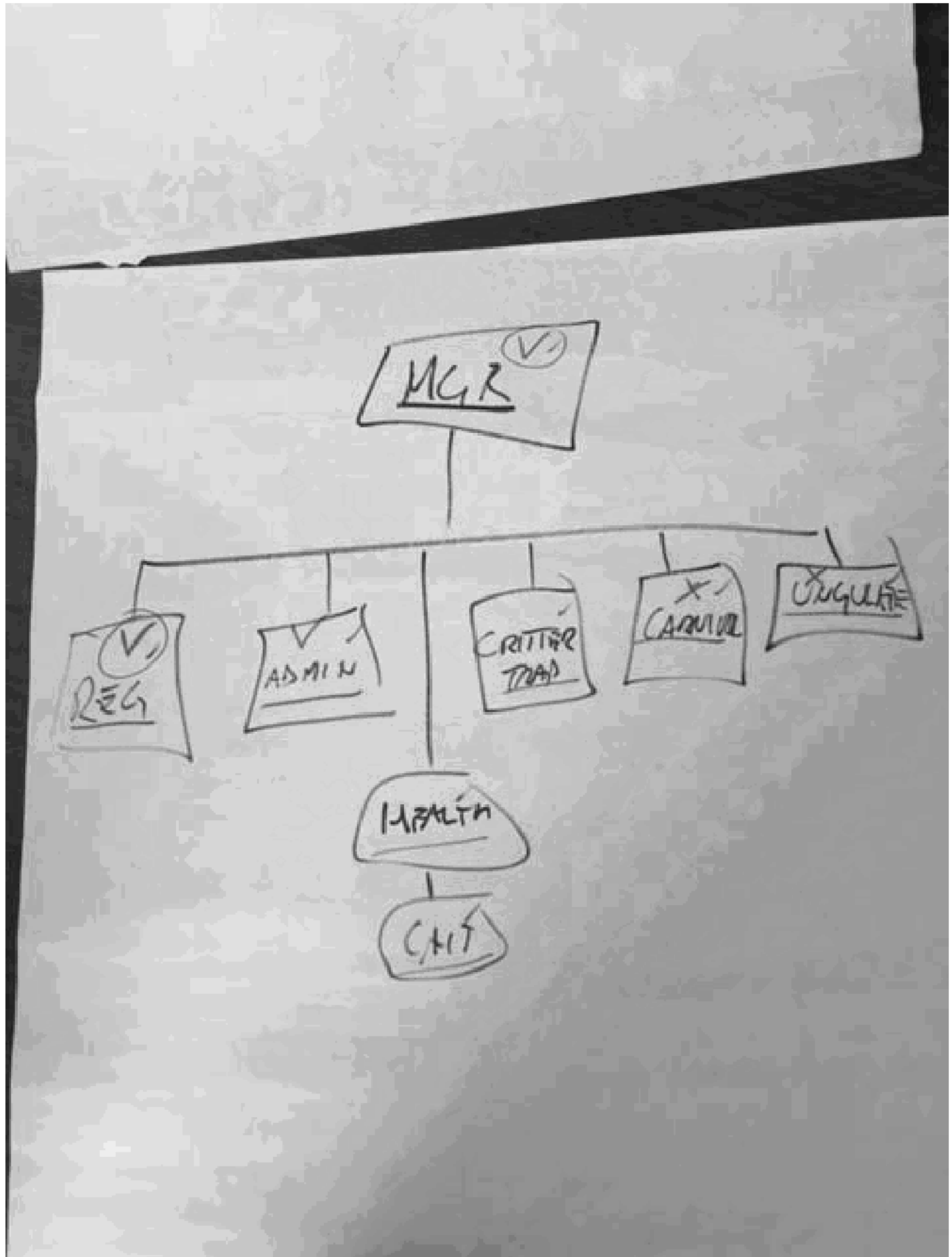
Invitees: Dan Peterson, Jeff Morgan, Yvonne Foxall, Penny Lloyd, Mike Stalberg, Mike Ramsay and optional: Steve MacIver

Objective: To develop a future vision for the Fish and Wildlife Branch that considers our most critical priorities and ensures that we are best positioned to meet our upcoming challenges.

Managers' Prep Prior to Meeting: To come prepared to present and discuss your future vision for the Branch (three years out), taking into consideration retirements, the Hunting Transformation Project and changing roles.

Time	Agenda Item
9:00 am – 9:15 am	Opening remarks by Dan Peterson , including objectives of the meeting.
9:15 am – 10:15 am	Regional versus Branch delivery model: how do we keep a provincial perspective with a regional delivery model? Introduction by Mike Ramsay .
10:15 am – 10:45 am	Improvement of our WES scores; providing staff with development and training opportunities within limited budget; providing recognition to staff.
10:45 am - 11:00 am	COFFEE BREAK
11:00 am – 12:00 pm	Retirement and transformation picture for the Branch (which positions are retiring or changing in the next 3 years.) Introduction by Yvonne Foxall .
12:00 pm – 1:00 pm	LUNCH
1:00 pm – 4:30 pm	Future vision for the Fish and Wildlife Branch: How are we best positioned to deal with the new challenges our Branch is facing? What are the most critical hires over the next two years? Which are our most important projects that we cannot drop? Which projects can be dropped if necessary? Are there ideas for restructuring? Can some f/t positions be

	contracted out to generate salary dollars? Where are we falling down? Introduction by Dan Peterson & all.
4:30 pm – 4:45 pm	Closing remarks by Dan Peterson . Review of action items.



GAPS

1. First Nations
2. Senior advisor, leg reform
3. Policy assistance (Jeff's need)
4. Communications, writing + change management (training manual) - Yvonne
5. Human dimensions
6. Steelhead / rivers manage
7. FURBERER / TRAP SPECIALIST

MANAGER'S POSITION 5

- Need to fill asap
- Do they need to be in Victoria?
- If no - why?
- If yes - why?

- s.22 position - need to be filled?

- If yes - why
- If no - why
- Does it need to be filled in Victoria.
- Does it need to do the same thing?
- Do we need it to do something else?
- If yes what?

BRANCH VISION

Do we need everyone in Victoria?

- clearly not as we have

s.22

What positions are needed in Victoria if any?
Let's look @ Wildlife mgr example
or Fish

- Policy to 3rd
- Guide Outfitters
 - 15⁺ Nations — position
 - Trapping^{Policy}
 - Transformation
 - Communication position

s.22

ask ideas

1st Nations - Policy - Fish
- wildlife

↳ leadership/coordination?

communication - huge Roll

- where can we resource
that?

- VACANT POSITION?

- Retirement?

- RO Priorities?

- Gaps

• Human Dimensions?

Page 062 to/à Page 063

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s.22

PLANS / Questions for high leaver ^{chances}

s.22

- Do we still need a bird guy?
 - o if yes - is it full time?
 - o We can the position be housed?

- Section 24's - does this have to be in house - can it be contracted out?
(has before is this the right thing?)

- Disabled permit - was in Gerard's old job - should it could it go back to one of John's position

s.22

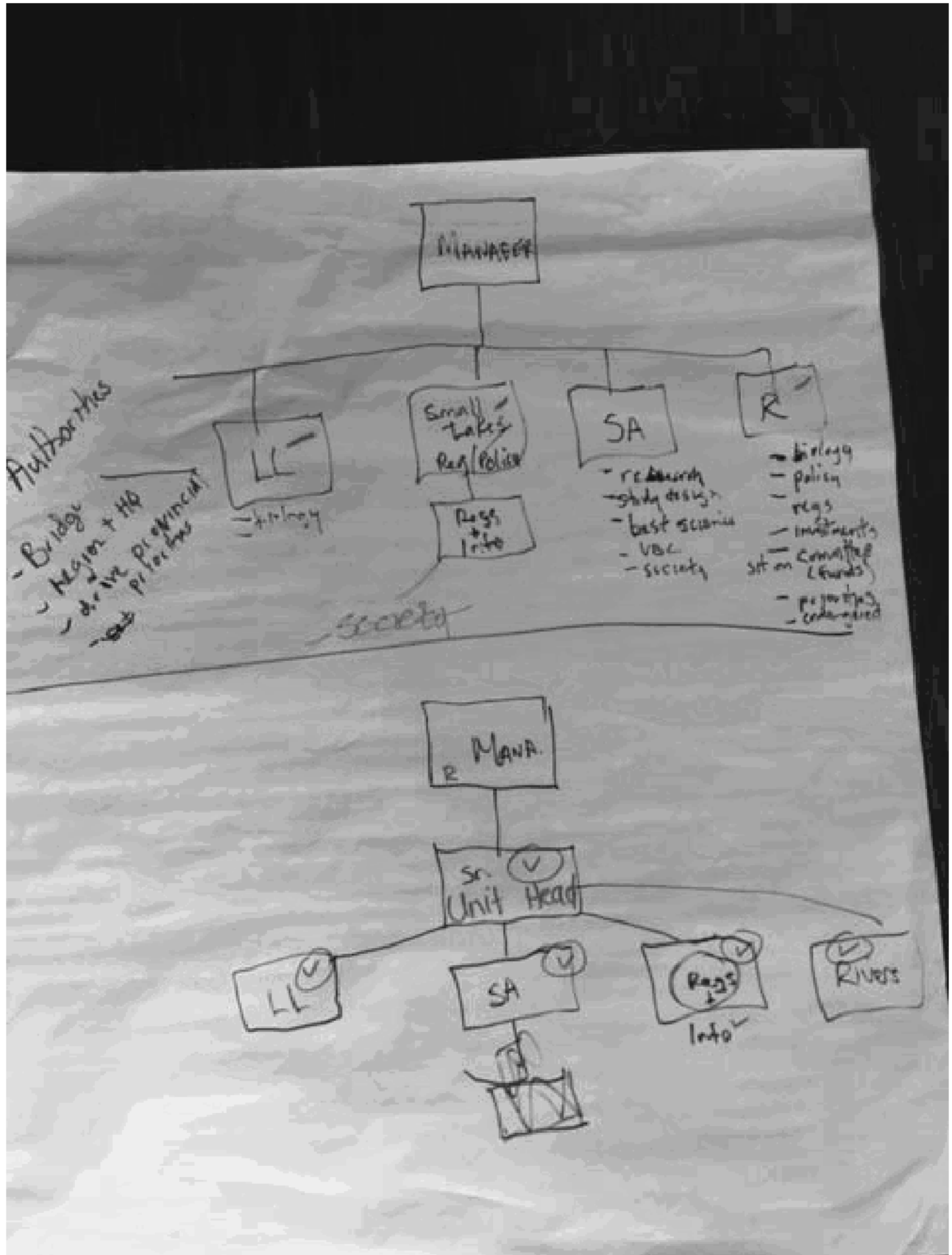
- Do we need a in-house Vet? Question asked many times? Can Regions hire local vets - Very expensive to house in house Vet.

- Can he be replaced? Do we need the same qualifications/skills?

- Is there anyone who could replace him

- Depends on transformation project -> position could be re-assigned to other priority.

Grid 21



From: [Lloyd, Penny FLNR:EX](#)
To: [McNeill, Diana A FLNR:EX](#)
Subject: FW: Agenda Items and Hot Topics - Due Today
Date: Friday, January 27, 2017 4:52:55 PM

From: Lloyd, Penny FLNR:EX
Sent: Tuesday, June 28, 2016 2:21 PM
To: McNeill, Diana A FLNR:EX
Cc: Peterson, Dan FLNR:EX
Subject: RE: Agenda Items and Hot Topics - Due Today

1. All the current staffing at play:

- Filling the s.22 27 position (Jeff with assistance from Terry and Suzanne – internal, eligibility list, plans to fill by end of August.)
- The s.22 NRPP resource.
- Backfilling the s.22 position.
- Backfilling the s.22 maternity position until Feb. 1st.
- The recoverable s.22 position – should we put forward a stronger rationale?
- The s.22 position.

2. s.22

position when he departs.

Plans to fill his

3. The F2F Section Head Meeting – update.

From: McNeill, Diana A FLNR:EX
Sent: Tuesday, June 28, 2016 1:36 PM
To: Ramsay, Mike K FLNR:EX; Stalberg, Mike X FLNR:EX; Morgan, Jeff A FLNR:EX; Peterson, Dan FLNR:EX; Lloyd, Penny FLNR:EX; Foxall, Yvonne FLNR:EX
Subject: Agenda Items and Hot Topics - Due Today
Please send me agenda items for the Managers Meeting taking place tomorrow. Also, please update the hot topics. Thx.
Hot Topics: https://spc-flnr.gov.bc.ca/FWHMBMT/Management_Team/Shared%20Documents/HOT%20TOPICS.docx

FLNRO BUSINESS PLANNING

2014/15 ADM Specific Priorities

Provincial and Regional Priorities for the FLNRO 2014-15 Work Plans

This document has been prepared to assist divisions and areas/regions in describing their specific priorities that will inform development of our ministry's 2014/15 work plans. It follows the approach used for 2013/14, but has been updated to reflect current operational, business and strategic priorities of the ministry.

These priorities are based on the following updated business themes for the ministry, OR by business area/branch.

- Our People and Organization
- Business Development and External Relations
- Stewardship
- Accessing Crown Land and Natural Resources
- Evidence-informed Decision Support
- Compliance and Enforcement
- Protecting Public Safety

They also align with key FLNRO-related commitments from the BC Jobs Plan and the Minister's mandate letter (see Appendix 1).

Regional Operations 2014/15 Priorities

Description

Regional Operations is made up of three divisions (areas), the North, the South and the Coast, and delivers the licensing, permitting, administration, monitoring, reporting, stewardship management, research, treatment, protection, and other operational activities in relation to: forests, lands, fish and wildlife, invasive species rangeland, water, soil, mining resources, and recreation; biodiversity; species at risk; hunting, angling, and trapping; watershed restoration; habitat and ecosystem management; aquaculture, marine planning, and regional dam and dike safety and regulation; regional drought and flood management; traceability and eco-certification; regional geographic information and sales; and Crown land sales. In addition, Regional Operations also delivers forest service road and bridge engineering, timber pricing, forest tenure administration, range tenure administration, First Nations consultation, and land use initiatives. Lastly, Regional Operations provide client assistance with access to natural resource authorizations through regional, branch and Front Counter BC offices.

Regional Operations continues to progress in the transition to the one land manager approach and integrated decision making. The divisions made great strides over the last year on issues by using the work planning process to confirm priorities. The challenge for 14/15 is to increase the pace and depth of change to meet expectations for rapid service delivery while accommodating a growing portfolio of multifaceted projects and stewardship challenges.

Regional Operations is preparing to meet these challenges by enhancing workforce capacity to manage complex initiatives such as setting objectives, engaging the public and stakeholders, managing cumulative effects, and supporting negotiation and implementation of agreements. As the workforce shifts to match these growing responsibilities, existing staff will be supported to move to these new roles through training and developmental opportunities. Recruitment will incorporate assessment to ensure that new employees have the competencies of the future workforce. As well refocusing the current work to future demands, existing operational processes need to be streamlined through a deeper organizational commitment to LEAN.

The following are priorities for Regional Operations for the coming year highlighted from among a broader suite of accountabilities:

Regional Operations Priorities

Natural Resource Sector Transformation

- Build capacity to address complex, strategic issues with staff development opportunities
- Recruit staff with competencies suitable for the future workforce using hiring best practices

Getting to Yes Faster

- Major Projects opportunities in support of the BC Jobs Plan
- Reinforce LEAN culture by supporting existing and new provincial initiatives and advancing LEAN

- Transition from a focus on reducing the backlog in Water, Lands and Notice of Work applications, to maintaining efficient client service and achieving turnaround times across the breadth of statutory decisions for which we are accountable
- Implement regulatory streamlining, including citizen self-permitting
- Continue to enhance efficiency of First Nations consultation

Organizational Effectiveness

- Implement an enhanced performance management framework
- Foster a great workplace through employee engagement

Climate Change

- Initiate Regional Climate Action Plans

Rural Development

- Provide support to the Parliamentary Secretary for Rural Development and Jobs, Tourism and Skills Training staff, and liaise with local municipalities to identify opportunities for rural development

Emergency Preparedness

- Liaise with Emergency Management BC and local communities to confirm local point of contact for catastrophic events
- Liaise with Wildfire Management Branch to ensure effective fuel management planning exists near communities with significant interface fire risks.

Water Sustainability Act

- Support and provide input into the implementation of the WSA, including supporting regulation development

North Area

Description

The North Area, comprised of the Northeast, Omineca, and Skeena Regions, covers the northern half of the province. Most of the population is located along Highway 16 and Highway 97. A significant part of the area is remote wilderness, with few roads and scattered communities.

The North Area continues to progress in the transition to the one land manager approach and integrated decision making. We have made great strides over the last year on issues where we focussed our efforts through the work planning process. The challenge for next year is to increase the pace and depth of change to meet expectations for rapid service delivery while accommodating a growing portfolio of multifaceted projects.

To prepare our organization to meet these demands, we can enhance our workforce's capacity to manage complex initiatives such as setting objectives, engaging the public and stakeholders, managing cumulative effects, and supporting negotiation and implementation of agreements. We will support existing staff to move to these new roles through training and developmental opportunities, and we mindfully recruit employees that demonstrate the competencies of the future workforce. While we refocus our work, we need to streamline our existing operational processes; next year we will deepen our organizational commitment to LEAN processes.

The following are priorities for the coming year highlighted from among a broader suite of accountabilities:

North Area Priorities

Major Projects

- Lead permitting on major projects, by providing project management services for coordinating authorizations, FN consultation and issue management. .
- Support NRS management of issues associated with major projects, such as stewardship, access, wildlife management, cumulative effects, land sales, and First Nations relationships to ensure durable and timely decisions

LNG

- Support MARR's development of agreements on Natural Gas Pipeline Development and co-lead implementation of a Stewardship Legacy Initiative.
- Co-lead stewardship initiatives to support effective and efficient EA review and OGC permitting
- Lead development of effective business relationships with the Oil and Gas Commission for through development of an MOU with MFLRNO.

Resource Stewardship

- Implement [A Modern Community Engagement Framework](#) through at least one project in each region
- Expand application of cumulative effects to decision making in the Demonstration Project areas and prepare for application of CE across the North

Region-Specific Priorities

Northeast

- Implement the Northeast Water Stewardship Plan;
- Implement Peace Northern Caribou Plan and Boreal Caribou Implementation Plan;
- Actively support negotiations with Treaty 8 First Nations including resolution of significant areas, improvement to collaborative wildlife management, and negotiation of First Nations forest opportunities

Omineca

- Implement a regional action plan for Mid-Term Timber Supply

Skeena

- Implement a regional action plan for Mid-Term Timber Supply
- Lead the resolution of long term management issues in the Klappan

South Area

Description

The South Area, comprised of the Kootenay Boundary Region, the Cariboo Region and the Thompson Okanagan Region, covers two time zones, several mountain ranges and a geographic area of 250 000 square kilometres in southern British Columbia. An estimated 682,000 people reside within the area boundary. Approximately 87 First Nations Bands and tribal councils are located within the three regions. Populations within the South Area, especially within the Thompson Okanagan Region, continue to grow, resulting in significant urban interface pressures, such as fuel and watershed management, dominating regional operations. The South Area is ecologically diverse with over 400 species at risk, most of which are listed as blue with some red, including the following profiled red listed species Mountain Caribou, Spotted Owl, American Badger, Burrowing Owl and Williamson's sapsucker.

The South area continues to be a destination for outdoor adventure tourism due to the proximity to major centres both to the west, Vancouver, and the east, Calgary and Edmonton. The South Area is also economically diverse with the resource sector, in particular forestry, ranching, mining and power generation continuing to contribute to revenue and employment.

South Area Priorities

Major Projects

- Lead permitting on major projects, by providing project management services for coordinating authorizations, FN consultation and issue management. Major projects include new mines, transmission lines and clean energy projects.
- Support NRS management of issues associated with major projects, such as stewardship, access, wildlife management, timber harvest, cumulative effects, land sales, First Nations relationships and public engagement to ensure durable and timely decisions

Mid-Term Timber Supply

- Complete response to the Mid Term Timber Supply issues as described by government's report "Beyond the Beetle" and as shaped by government policy

Resource Stewardship

- Implement a definitive cumulative effects approach to decision making

Business Planning

- Develop business plans that are integrated between regions, branches and affiliated Natural Resource Sector ministries.

Region and Branch Specific Priorities

Thompson Okanagan

- Continue to support delivery of major projects in the region

- Continue to advance the Cumulative Effects pilot project
- Support initiatives that involve partners (e.g. local governments, First Nations, associations, clubs, etc.) to increase stewardship capacity
- Continue with the transition of integrated program delivery in the region

Cariboo

- Complete the implementation of a cumulative effects decision making approach
- Monitor the achievement of land use objectives
- Protect and enhance midterm timber supply
- Identify and where possible encourage the development of a range of economic opportunities in each community
- Support the development of Community Adjustment Plans for communities that are at risk of economic shocks

Kootenay Boundary

- Lead project management for new SE Coal and other major projects
- Support and lead the Elk Valley Cumulative Effects Assessment
- Advance the Regional Stewardship Leadership Team to deliver the region's stewardship objectives including: creating a KBR Climate Action Plan, managing hunting and angling opportunities, managing conservation lands and establishing habitat authorities for species at risk.
- Support the forest sector's investment in the region by managing the midterm timber supply including mitigating the impacts of forest pests such as the Mountain Pine Beetle

Range Branch

- Range management policy
- Grazing lease policy
- Operationalize invasive species management
- Fence-line right-of-way width policy
- Aspen logging issues in the Peace

FrontCounter BC Branch

- Work with regions to achieve a Provincial Client Satisfaction score of 82
- Continue to maintain the electronic applications for lands, water and NoW
- Support the implementation of additional electronic applications where approved
- Lead the transition of the responsibilities for fish and wildlife permitting from PASB to FrontCounter BC.

Coast Area

Description

The Coast Area covers a geographic area of 213,530 square kilometres in the south-western corner of British Columbia (BC). An estimated population of 3.3 million resides within the area boundaries, representing 74% of the population of BC and 74% of BCs MLAs and MPs. The Coast Area also encompasses the traditional territories of approximately 113 First Nations, representing close to 50% of all First Nations in BC. The area is ecologically diverse, spanning several bio and geo-climatic zones. This includes a total of 14 eco-regions and 30 eco-sections; over 20,000 km of coastline; high value natural resources for both economic development and conservation (30% conservation lands); and the highest diversity of birds in BC (90% of all species known in the province) and the largest single unit of wetland habitat in the province (Fraser River delta). Species at risk are also concentrated in southern BC, with the largest number in the Coast Area (~400).

The area is equally robust in tenures and authorizations including over 12,000 water licences, approximately 90% of the provincial timber exports, and a further 600+ applications in process; 10,000+ Crown land tenures and 350+ cutting permits producing over 15 million cubic meters of timber annually. The Coast Area is also managing close to 60% of all clean energy project applications in the province.

Coast Area Priorities

Facilitate economic investment and revenue generation

- Ensure business processes are efficient, effective and integrated (e.g. LEAN, business improvement)
- Facilitate First Nation participation in economic opportunities and support MARR in reconciliation and benefits sharing discussions
- Foster sustainable sectoral growth and competitiveness (e.g. forests, LNG, aquaculture, clean energy, tourism and recreation)
- Ensure appropriate valuation/pricing of natural resources and facilitate Crown land sales
- Continue to advance the framework for professional reliance

Foster resource stewardship

- Address land and resource certainty for old growth management, species at risk, and other conservation values
- Incorporate cumulative effects assessment and mitigation into decision-making
- Inventory resources (e.g. fish, wildlife) and monitor resource use (e.g. water) for effectiveness of stewardship strategies
- Establish biodiversity objectives for natural resource activities for specific terrestrial and aquatic 'hot spots'
- Reduce wildfire risk through landscape level fuel management planning and community interface activities
- Resolve key wildlife and allocation concerns

Enhance safety of people and property

- Deliver and communicate consistent, robust responses to natural events (e.g. flooding, wildfire, landslides)

- Manage safety risk of roads, bridges, dams, dikes and other infrastructure
- Manage sediment movement in the Fraser River
- Promote an employee culture of safety through the Safety Management program, systems and individual accountability
- Communicate resource management initiatives and actions

Foster an engaged and resilient workforce

- Provide staff with cross-training and professional development opportunities that support the integrated business model
- Maintain a healthy and respectful workplace
- Address key skill gaps, 'at risk' expertise and succession without growing government
- Continue staff and supervisor development through the People Development Framework
- Build strong relations with sector agencies (e.g. MARR, MOE, MEM, EAO) and leverage external partnerships
- Continue to evolve and adapt regional organizational structures for maximum effectiveness and efficiency

Region-Specific Priorities

South Coast

- Continue implementing the 'one land manager' and associated integrated program delivery of natural resource sector business across the region.
- Adapt the South Coast Region's organization to meet fiscal realities, highest priorities and ongoing client service needs.
- Implement business improvement initiatives developed regionally and provincially to improve process consistency, efficiency and effectiveness.
- Deliver on resource authorizations, reduce backlog and work towards achieving target turnaround times for resource authorizations.
- Transfer over 360 tenures and applications under two Port Metro Vancouver head leases to FLNR before expiry on December 31, 2014, and make decisions on issuance of new tenures.
- Continue to support timely and effective delivery of major projects including clean energy, liquid natural gas (e.g. Woodfibre LNG) and gas pipeline expansion proposals (e.g. Trans Mountain and Eagle Mountain-Woodfibre).
- Implement the *Water Sustainability Act*.
- Ensure staff are trained and ready for PREOC and field work during freshet.
- Improve engagement and support MARR in strategic agreements with First Nations (e.g. Sto:lo SEA pilot) and treaty (e.g. In-SHUCK-ch).
- Monitor tenure, licensing and permitting requirements to assess compliance and alignment with statutory decisions and stewardship objectives.
- Develop and adopt a South Coast Climate Change Adaptation Framework.
- Continue development of a South Coast Region Stewardship Baseline to clarify stewardship objectives in priority landscape units.
- Conduct Forest and Resource Evaluations (FREP) to monitor the potential impact of forest harvesting and road construction on resource values.
- Support the Timber Supply Review (TSR) for Fraser Timber Supply Area.
- Support development and delivery of species at risk recovery plans for Grizzly Bear, Northern Goshawk, and Marbled Murrelet.

- Collaborate and support Wildlife Habitat Areas (WHA) designations for Pacific Water Shrew, Coastal Giant Salamander, Tall Bugbane, Grizzly Bear, Northern Goshawk and Deer Winter Range.
- Deliver dike maintenance and dam safety program approvals and audits.
- Act as Diking Authority for Coquitlam, Surrey and Colebrook dikes.
- Provide technical expertise and authorization decisions on sediment removal (Fraser, Squamish and Vedder rivers) in support of public safety.
- Identify and implement forest health monitoring and identify potential treatment opportunities, if needed.
- Complete four Landscape Unit Plans for OGMAs in Sunshine Coast District.
- Implement across the region learning's from Chilliwack District safety audit as well as other relevant standards and best practices.
- Complete road access and strategic road management plan for Chilliwack and Sea to Sky Districts.
- Implement Sea to Sky fire management plan pilot and explore expansion of program in other districts.
- Continue work on delivery of several key First Nations Woodlands Licences and Community Forest Agreements.

West Coast

- Ensure priority on public safety, including managing road and bridge infrastructure, dams, dikes, fire, flood and drought.
- Implement results of safety audit in Nanaimo and ensure all offices in the West Coast are implementing the Safety Management System.
- Implement the West Coast Region People Development Strategy
- Support the delivery of the jobs plan and major projects and other economic development initiatives in the West Coast
- Continue to work on streamlining business processes to strive to meet turnaround times and improve client service including implementation of LEAN projects.
- Deliver the One Land Manager vision by continuing the implementation of transition of land and water authorizations to districts and ensure integrated delivery of our natural resource business across the West Coast and Coast Area.
- Continue work on the harmonized approach to aquaculture management and further streamlining of application processes.
- Increase percentage of Coastal AAC under tenure via both competitive and direct-award to communities & First Nations.
- Continue to ensure that the province is receiving value for natural resources (forests, lands, water etc.)
- Continue to support the implementation of the MOU with MEM to help foster mine related activities.
- Implement the new requirements for the Water Sustainability Act (i.e. groundwater licensing).
- Complete revisions to the Land Use Orders for ecosystem based management in the Great Bear Rainforest.
- Work with Fish and Wildlife Branch to support the development and implementation of a Coastal grizzly bear strategy.
- Finalize the Roosevelt Elk Management Plan for the Coast.
- Support and enhance recreational hunting, trapping and fishing opportunities, including monitoring resources, population assessments and supporting regulations review.
- Continue to monitor the condition of ecosystems fish and wildlife and other natural resources in the West Coast to support management activities and decision making; and monitor resource use to ensure the stewardship of the resources (including FREP and RAR).
- Develop a west coast climate change adaptation plan.

- Implement species at risk requirements for marbled murrelet and northern goshawk, Vancouver Island Marmots, Coastal Douglas Fir ecosystem and other key species.
- Continue participation in marine planning,
- Complete the Arrowsmith Timber Supply Review data package and initiate public and First Nations consultation.
- Continue with business transformation and promote the concept of “team government” with natural resource sector agencies.
- Work with MARR to ensure better streamlining/coordinating of First Nation consultation treaty, incremental treaty and reconciliation agreements.
- Work with first nations to deliver the commitments of existing reconciliation, interim measures and other agreements.
- Complete the delivery of the Haida Gwaii tenure strategy.
- Continue to collaborate in business delivery with the Haida Nation and other governments on Haida Gwaii and deliver the commitments in the Reconciliation Protocol, including the Haida Gwaii Management Council.

Tenures, Competitiveness & Innovation

Division: 2014/15 Priorities

Description

The Tenures, Competitiveness and Innovation (TCI) Division is committed to advancing our priorities through active collaboration with our partners in other FLNRO Divisions, in other government agencies, and the public and stakeholders, and to utilize that collaboration to support our partners in advancing broader provincial objectives. The division is comprised of 5 branches: Forest Tenures; Land Tenures; Compensation and Business Analysis; Crown Land Opportunities and Restoration; and Competitiveness and Innovation.

We are committed to fostering innovative approaches to resource management and development across the natural resource sector. The Division supports the implementation of innovative solutions by providing sound ecological and economic analysis and keen social awareness to those innovative solutions.

The focus for 2014-2015 will continue to be on making Crown resources and land available to support strategic, government priorities such as tourism, liquefied natural gas, expanding forest product markets, clean energy and mining and aggregates development. All of these initiatives are designed to support job creation and sustainable communities with particular attention on rural communities and First Nations in gaining access to Crown land and resources for economic development purposes.

The Division leads the Crown land disposition process for major Liquefied Natural Gas facilities and participates with local governments, First Nations and other provincial and federal agencies in planning for associated infrastructure development.

The Division leads climate change adaption across the ministry, working closely with other Divisions, outside agencies and resource industries. The immediate goal is embedding climate change adaptation into our business practices by building and implementing climate action plans.

The Division is responsible for continuous evolution of the land and forest tenuring systems with goals to reduce red tape and optimize administrative efficiencies and systems management. These efforts are all designed to support the "One Land Manager" business practices and objectives of the natural resource sector ministries.

The Division is responsible for maintaining forest and land tenures agreements to maximize economic opportunities that ensure the sustainable use of Crown resources; create more value from the forest resource. The Division provides economic and business analysis support to JTST, MARR and FLNRO Regional and District offices and works with licensees to negotiate, on behalf of the Province, settlement compensation claims arising out of government policy, land-use decisions and First Nation treaty settlements. The Division is responsible for leading the development of legislation and strategic policy to support aggregate resource extraction. The current focus is on streamlining and creating efficiencies to provincial authorization processes.

Remediates and manages high risk Crown contaminated sites, and assists local communities with assessment and remediation of Brownfield sites.

Divisional priorities for 2014/15 are aligned with the 6 Ministry priorities and support the Chief Forester and the provincial Crown Land Registry Data Custodian.

Tenures, Competitiveness & Innovation Division Priorities

Chief Forester Function

- Implement the relevant recommendations of the MLA Special Committee on Timber Supply, including completion of the significant number of AAC re-determinations scheduled for 2014/2015.
- In collaboration with others, investigate ways to incorporate the principles of integrated decision making into the statutory functions of the Chief Forester.

Our People and Organization

- Deliver the People Development Framework, through a focus on developing staff, providing leadership, coaching and mentoring
- Analyse the positions where special skills or knowledge is required and create a long-term strategy to ensure business continuity
- Enhance the profile of innovation initiatives within the Division
- Ensure Division staff have the necessary training and resources to undertake their jobs as priorities change and new issues emerge
- Continue to support a culture of excellence by enhancing the reward and recognition program
- Improve the work place environment by ensuring a timely and fair response to all opportunities and challenges
- Continue a focus on safety, both internally through the Safety Management System, and externally through considering the safety implications of any potential policy changes
- The Division will combine the expertise within the Forest Tenures and Land Tenures Branches that will allow an integrated team approach to BC's land and forest tenure policy framework and to the information systems and administrative services that support the operational delivery of that framework.

Business Development and External Relations

- Work closely with the Ministry of Natural Gas Development and lead the Crown land disposition process for development of major LNG facilities
- Support the mid-term timber supply and bio-economy recommendations by implementing legislative and policy changes, and by developing new tenures and tools that promote the utilization of wood fibre
- Explore the increased use of an area based approach to forest tenures
- Represent FLNRO interests and support MAGRI as members of inter-agency and Canada-BC committees responsible for the management of aquaculture
- Expand the use of forest carbon projects that will use industry investment in reforesting MPB and wildfire sites
- Complete the Phase 2 update of the Adventure Tourism and General Commercial Policies to ensure continued access and economic opportunities for B.C. Guides and Outfitters".
- Work with the forest industry to develop the cellulose filament opportunity in BC
- Act as the provincial lead on a multi-government approach to mitigate the effects of problem vessels and other floating structures
- Address the longevity of the Forest Service Providers Protection Fund Act

- Collaborate with other ministries and key stakeholder groups to explore opportunities to reduce the number of necessary dispositions and to develop new forms of authorizations that meet government requirements and improve business security
- Take steps to achieve better integration of Regional Operations with Provincial Operations
- Develop plans to transition from the current forestry based valuation approach for acquiring private road access to a market based valuation approach
- Develop MOUs related to deep water port head leases, the Oil and Gas Commission administration of Crown land and the ongoing operation of federal hatcheries on Crown land
- Contribute to the continuous improvement of the land title and survey policy to support land development and real estate transactions
- Support the Ministry of Technology, Innovation and Citizen Services in the Release of Assets for Economic Generation.
- Update the system of administrative boundaries for the natural resource sector

Stewardship

- Implement the Fossil Management Framework; protection measures and explore options to establish an interpretive centre for the McAbee Fossil Beds
- Pending Minister Direction, develop a Strategic Plan for next phase or transition of the Brownfield Program.
- Explore funding options to address environmental liabilities recognized in the investigation of contamination on Crown land
- Implement the Off-Road Vehicle Management Framework
- Remediate and manage priority contaminated sites on Crown Land, including Furry Creek at the Britannia mine, Howard mine, and Emerald Glacier mine, and develop detailed remedial options for the Bralorne-Takla mine and Toquaht Bay
- Participate (co-lead with Transport Canada) with local governments and federal and provincial agencies in coordinated efforts to reduce the number of problem vessels and floating structures
- In concert with the Climate Change Steering Committee, support each Branch and Region to build climate action plans by the end of March 2015. Improve the linkage between timber administrative regulation and procedures and sustainable land and resource stewardship
- Development MOUs with the Ministry of Transportation and Infrastructure on deep water port head leases, the Oil and Gas Commission on the issuance and administration of Crown land for oil and gas purposes .

Accessing Crown Land and Natural Resources

- Participate in the Province's Crown land disposal and release of assets for economic generation strategy
- Support initiatives to foster cross-sector coordination of land and natural resource allocation decisions (One-project, One Process) including but not limited to: Integrated Decision Making; Regulatory Harmonization; the Natural Resource Compliance and Enforcement Strategy; the Natural Resource Road Act project; and the proposed Aggregate Resources Act
- Develop policies to streamline regulatory processes; clarify roles and responsibilities pertaining to planning, permitting, and inspections; and improve certainty with respect to long-term access to aggregate resources.
- Ensure functioning data systems that support the NR sector business. Functions include conducting integrity audits, completing systems enhancements, and delivering staff training. Key systems include the Crown land registry, and Forest Tenure Administration System.

Evidence Informed Decision Support

- Support Executive initiatives by executing and delivering management information statistical reports (i.e. Backlog, Turnaround Times, etc.)
- Develop and implement a strategic and integrated plan to address the fibre supply reductions in the interior as a result of the Mountain Pine Beetle
- Provide economic and business analysis to support negotiations related to compensation claims for forest harvesting reductions due to the creation of the Haida Gwaii Conservancy and enactment of the *MaaNulth Treaty Act*.
- Promote the use of Qualified Persons in Crown land decision reviews

Compliance and Enforcement

- Lead the development and implementation of the Off-road Vehicle Framework and prepare legislation to enact the regulation of off-road vehicle use
- Collaborate with personnel from provincial and external compliance and enforcement agencies to improve public safety, environmental conditions, and business security related to activities occurring on Crown land

Resource Stewardship Division

2014/15 Priorities

Description

The key functions of the Division and Branches ensures that the Division provides leadership in resource stewardship for the ministry. All the key divisional functions are important for managing the resources sustainably and for protecting public safety.

Related to the division's key functions, in fiscal year 2013/14 the following issues are the ADM's key priorities:

Resource Stewardship Division Priorities

ADM office

- Work with the B.C. Guides and Outfitters to ensure continued access to Crown land and continued economic and tourism opportunities in rural British Columbia.
- Work with regions and divisions to implement the ministry's new Intended Outcome Research Model.
- Work with areas and divisions to further climate change action plans.
- Set harvest limits (AACs) and policy and standards for forest practices as guided by legislation and statute.
- Provide provincial leadership and oversight on delivery of resource stewardship priorities across the Ministry and represent the Ministry on key resource stewardship issues with other agencies, Ministries, First Nations and Stakeholder Groups.

Fish, Wildlife and Habitat Branch

- Develop a revised agreement with the Freshwater Fisheries Society of BC for management of freshwater fisheries to ensure all revenues from fishing licences are provided to the Society for conservation purposes no later than 2015/16.
- Develop the approved Transformation Project for e-licensing project for hunting.
- Continue to refine the grey wolf management plan.
- Lead through the Fisheries and Wildlife Communities of Practice Sustainable use of fish and wildlife through stock assessment and inventory; harvest reporting and analysis, and science-based management.
- Increase business certainty for the guide outfitting industry through legislative amendments to the *Wildlife Act*. Reduce red tape for stakeholders through regulatory amendments under the Permit Regulation Reform Project.

Forest Analysis and Inventory Branch

- Implement the 2nd year of the Forest Inventory Strategic Plan to produce and maintain creditable forest inventory for the province with a focus on areas with a high priorities from a decision making perspective.
- Provide data and analysis to support government decision making related to trade issues, sustainability issues, forest health, wildlife allocation and other resource management issues.
- Support the Chief/Deputy Chief Forester in setting Allowable Annual Cuts for TSA and TFLs as defined by the *Forest Act* with a focus to updating the Allowable Annual Cuts on Mountain Pine Beetle impacted units.

- Support the cumulative effects projects, establishment of First Nations tenures, First Nations Revenue Sharing and shared decision making frameworks related to the setting of Annual Allowable Cut.
- Research and develop a process for wildlife habitat assessment.

Resource Practices Branch

- Develop a plan for the \$10 million in additional silviculture for reforestation in the province beginning in 2015/16.
- Complete the multi-value resource assessment framework and continue work on the integrated natural resource monitoring initiative.
- Streamline LBIS planning and delivery including critical analysis of natural resource sector investment opportunities.
- Continuous improvement of FRPA policy and oversight frameworks based on monitoring results and other empirical information.
- Continued coordination of the Mid-Term Timber Supply Project.

Resource Management Objectives Branch

- Coordinate implementation of Cumulative Effects Assessment Framework including related policy development & response to OAG audit of cumulative effects.
- Lead response to Office of Ombudsperson investigation of Riparian Areas Regulation.
- Coordinate species at risk recovery implementation and lead Caribou and Northern Goshawk recovery implementation).
- Lead policy discussion on common objectives across the natural resource sector.
- Completion of marine plans under the Marine Planning Partnership for the North Pacific Coast.

Tree Improvement Branch

- Implement climate-based seed transfer standards.
- Enhance the value, resilience and conservation of BC's forests.
- Produce and manage tree seed used for reforestation programs.

Water Management and Stewardship Branches

- Develop regulations with Ministry of Environment for the new *Water Sustainability Act*.
- Document and review the status (ownership and compliance) of all provincially owned dams and complete a strategic assessment of the current approach for ownership/management of those dams and develop a strategy to reduce the risk and provincial liability.
- Complete of BC-Alberta Bilateral Agreement on water.
- Coordinate of the flood hazard response model implementation.
- Support water authorization backlog reduction.

Timber Operations, Pricing, and First Nations Division: 2014/15 Priorities

Description

Timber Operations, Pricing and First Nations Relations Division brings together a number of functions that support the sales and pricing of timber and access to the timber resource. Specific key functions include timber pricing, scaling, and appraisal policy, stumpage billing, revenue forecasting, safety policy, maintenance and infrastructure renewal for forest service roads, development of resource road legislation, and First Nations relations.

Timber Pricing Branch provides provincial leadership in timber pricing, timber measurement and forest revenue billing. The Branch is responsible for legislation, policy and procedures in these areas of responsibility. The Branch works closely with BCTS, Compliance and Enforcement and Regional Revenue staff to ensure that the Ministry mandate related to forest revenues is achieved. The Branch also works closely with Industry through various committees to ensure the Industry perspectives and industry competitiveness are considered in all policy changes.

BC Timber Sales (BCTS) plans, develops and sells through auction, a substantial and representative portion of the province's annual available timber volume. BCTS supports forest jobs in rural communities across the province by:

- awarding hundreds of contracts each year to consultants and other contractors who develop the timber and regenerate harvested sites;
- auctioning millions of cubic metres of timber each year to enterprises that harvest the timber and sell it to others for processing, or harvest the timber and process it through the mills that they operate in BC.

The bid prices received from auctioned timber contribute to resource revenues and drive the Market Pricing system (MPS) for setting stumpage in coastal and interior operating areas of the province. BCTS fulfills government's reforestation obligations by:

- delivering a significant silviculture program to regenerate sites it has auctioned;
- in partnership with Forests for Tomorrow, rehabilitating areas damaged by the Mountain Pine Beetle infestation and wildfire; and
- contracting to have seedlings grown and distributed to all areas in BC where government is responsible for reforestation.

The First Nation Relations Branch provides leadership in the ministry to increase First Nations participation in the forest sector through the First Nations Forest Strategy, coordinates consultation processes and First Nation information management in the natural resource sector, coordinates the ministry's support to the Ministry of Aboriginal Relations and Reconciliation (MARR) in treaty and reconciliation initiatives and develops appropriate policy and legislation. The branch works closely with Executive, other divisions, including regional and BC Timber Sales staff, other provincial and federal agencies, industry stakeholders and partners to help develop a better relationship with First Nations to advance their economic interests and ensure the natural resource sector continues to provide benefits to the province.

Engineering Branch provides a safe, natural resource road network which balances industrial, commercial, community and general public use. This is done in a cost effective manner reflecting the level of use and available funding while minimizing impacts to the environment. The Engineering Branch is responsible for the development, implementation and monitoring of the engineering program to ensure compliance with all relevant Acts, Regulations, government policy, engineering standards, agreements and operational plans.

Timber Operations, Pricing, and First Nations Priorities

All the key divisional functions are important for meeting the Division's mandate. In addition to the specific priorities of each branch, there are a few priorities that also span the Division. The following priorities represent the Division's initiatives for change for fiscal year 2014/15:

Core Divisional Priorities

- Development and implementation of the People Development framework for each branch
- Creation of Climate Action Plans from each branch

Safety

- Implement and integrate Ministry Safety Management System into local safety programs, divisional safety programs and all business that links to external clients, policy development, authorizations and contract activities.
- Ensure 2014-15 Business Plans incorporate risk assessments, develop safety controls, and integrate client interaction guide principles into their business.
- Further build relationships with industry and safety associations

Engineering and Resource Roads

- Finalize and implement an asset management plan that incorporates a risk assessment matrix which prioritizes our capital infrastructure needs on FSRs in a defensible, fiscally prudent manner.
- Establish a collaborative Roads Transfer Protocol Agreement between FLNRO and MOTI
- Create greater alignment of FSRs and Public Roads under their respective ministry mandates.(i.e. road transfer PA between FLNR and MOTI)
- Maximize potential cost recovery for FLNR through the Federal Disaster Financial Assistance Arrangements program
- Develop a contingency plan to address storm/flood events
- Develop required Natural Resource Road legislation

Pricing

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- Develop communications strategy for communities
- Ensure integrity of the market pricing and measurement systems through implementation of the Revenue Vulnerability Report recommendations.
- Continue to implement the framework elements for advancing professional reliance in revenue determination and collection while ensuring clear accountabilities.
- Continue to improve the market pricing model.
- Explore expansion of stand as a whole pricing.
- Continue to improve efficiency and effectiveness of timber measurement systems.

BCTS

- Implement Cabinet-approved recommendations from BCTS Role and Effectiveness Review;
- Sale of the BCTS apportionment to meet market demand
- Apply the new BCTS Regulation to expand partnerships with First Nations, communities and licensees;
- Prepare new legislation to further enhance development of partnerships with First Nations, communities and licensees;
- Utilize technologies (e.g., E-Bidding and Lidar) to support the Transformation Plan and increase business efficiency;
- Communicate to rural communities BCTS's contribution to rural jobs and community stability.

First Nations Relations

- Develop and improve a coordinated consultation policy and process for the natural resource sector (erg. CRTS, SoC, LEAN initiatives).
- Collaborate with natural resource sector agencies to ensure consultation policies are adequately reflected (MoU's, Cumulative Effects, Water Act review)
- Ensure the Ministry's legislation, regulations and policy are consistent with case law.
- Revise the First Nations Forest Strategy and implement First Nations capacity building initiatives (e.g. Direct Award Tenure Program, FPInnovations, First Nations Forestry Training Program).
- Develop and provide natural resource sector strategic policy advice to MARR regarding First Nation reconciliation initiatives
- Support negotiations of Business to Business Agreements with First Nations.
- Engage with industry regularly to exchange information regarding existing and emerging First Nations relations policy.

Integrated Resource Operations Division

2014/15 Priorities

Description

The Integrated Resource Operations Division (IROD) is composed of a number of NRS business areas reporting to Victoria that are responsible for key resource management deliverables including: archaeology permits and records, compliance and enforcement, geospatial products and services, heritage sites and expertise, recreation sites and trails management, ski hills and resorts, and wildfire management.

The IROD portfolio represents a set of operational functions that are: a) provincial in scope; and b) critical contributors to resource management and authorizations across the Province. The Division is different from the regional operations side of the agency as it delivers a set of distinct business lines that address specific resource management priorities for natural resource management, use and protection. IROD is, however, also focused on the role it plays in achieving the broader collaboration and integration principles of the Ministry and Natural Resource Sector.

Integrated Resource Operations Division Priorities

Our People and Organization

- Ensure a secure and safe work environment for all staff.
- Ensure staff have the training required to deliver Division priorities including continuing to build supervisory skills.
- Build a LEAN culture.
- Develop a staffing strategy that predicts attrition, promotes diversity and inclusiveness, and uses staffing principles to build employee engagement and efficiently deliver on Division priorities.

Compliance and Enforcement (C&E)

- Review and refine the Compliance and Enforcement Strategic Plan
- Continue to build and implement a consistent C&E framework – includes administrative regimes, inspection approach, priority setting, etc.
- Attain Deputy Minister approval of C&E priorities for the year, reflected in the DM approval of the annual C&E Provincial Business Plan.
- Design and implement new training including on legislation/delegated authority, role of C&E, business area specific, and safety.
- Ongoing development and implementation of Natural Resource Compliance Act and ERSA amendments.
- Ensure C&E plays an active role in development of integrated decision-making (IDM), “one process” model, working with partner agencies such as MEM, MOE and EAO.
- Continue to develop our identity as Natural Resource Officers – clear field presence, consistent identity across the Province, pride and sense of belonging, building the team.
- Continue to work on the NRS C&E Harmonization Project.

GeoBC

- Build strategic partnerships with other governments and industry groups for the creation and delivery of geospatial products.
- Enhance and expand provincial base mapping products to address emerging needs of the natural resource sector.
- Establish and maintain a project prioritization, ranking and governance process for delivery of GIS and spatial analysis services.
- Support the Land Title and Survey Authority of BC on the delivery of a consolidated parcel fabric (ParcelMap BC) and consult with stakeholders to ensure that it serves the needs of the Province.

Recreation Sites and Trails

- Develop, maintain and market a network of 1,319 recreation sites and 818 established recreation trails to provide safe, quality all season recreation opportunities for the public.
- Develop and manage three portions of the province's Rail Trail Network – Kettle Valley rail trail (420 km), Columbia Western rail trail (160 km) and the Slocan Valley rail trail (50 km).
- Manage public recreation use and protect recreation resources on Crown land outside formally established recreation sites and trails in collaboration with other ministry business lines and agencies.
- Continue implementation of the Trails Strategy for BC.
- Continue avalanche assessments and ratings at 15 managed backcountry ski areas and develop evaluator signs for trailheads and brochures in collaboration with the Canadian Avalanche Centre and GeoBC.
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- Restore four abandoned fire lookouts to provide recreation/heritage opportunities and assess additional lookouts for future restoration, in collaboration with Wildfire Management, GeoBC and Heritage Branch.

Wildfire Management Branch

- Complete engagement with provincial Executive, decision makers and local governments concerning the changing dynamic of wildfires in British Columbia (climate change, rural / urban interface, effects of mountain pine beetle attacked forests on fire response) and continuing to drive mitigation efforts through increased efforts to implement the Landscape Fire Management strategy, fuel management including increased prescribed burning and the Strategic Community Wildfire Protection Program.
- Continue implementation of the approved WMB Strategic Plan.
- Work with partners such as Emergency Management BC and local communities on increased support for the Fire Smart program across BC and the national strategy to increase momentum across Canada.
- Lead the implementation of landscape fire management planning inclusive of dialogue with key stakeholders, such as the natural resource industries, and ensure buy in across the natural resource sector agencies required to deliver the strategy.
- Address critical capacity deficiencies (facilities, vehicles)
- Pursue stronger legislative support for key fire management objectives, such as an identified FRPA objective.
- Ensure preparedness and response to 2014 Fire Season.

Archaeology

- Develop additional training modules for Front Counter BC and Compliance and Enforcement to enhance awareness and protection of archaeological sites.
- Continue to administer the archaeological permitting process and the provincial archaeological site inventory. The inventory provides site information throughout the province for anyone who has a need to have this information.

- Develop recommended methodologies applicable to the archaeological resource management process (this supports the LEAN process for archaeological permitting).

Heritage

- Heritage Strategy implemented
- 9 provincial heritage properties are open to the public in the summer of 2015 (Point Ellice, Carr House, Yale, Hat Creek, Barkerville, Fort Steele, Grist Mill, Cottonwood and Kilby).
- Provincial heritage properties are increasingly self sufficient through:
 - Provision of stable provincial funding for operations and maintenance based on annually demonstrated need
 - Implementation of 2 new land allocation/operating models (Craigflower Manor, Craigflower Schoolhouse)
 - Development of new land allocation/operating models for 3 provincial heritage properties (Cottonwood, Kilby, Grist Mill)
- 40 notifications of historic places added to the BC Register of Historic Places
- BC communities complete survey of local government capacity for community heritage conservation
- Facilitate and support Heritage BC and Heritage Legacy Fund to deliver community heritage services
- Provide policy, advice and collaboration on Crown land and environmental referrals, assessments and initiatives
- Facilitate opportunities to celebrate our heritage (Heritage Week, Black History Month, Asian Heritage Month, etc.)
- Lead on development of national guidelines for sustainable rehabilitation of historic buildings.
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Mountain Resorts Branch

- Ongoing implementation of the BC Resort Strategy.
- Manage and administer the Operating and Master Development Agreements for 46 ski areas and all-season resorts.
- Reviewing, processing and administering *Land Act* and *Resort Timber Administration Act* tenures.
- Lead in review of Master Plans for existing and proposed ski area and all-season resorts.
- Lead consultation with local governments, First Nations and the public on proposed ski area and proposed development.

Continue to work with the Environmental Assessment Office to streamline review processes where overlaps exist.

Corporate Initiatives Division

2014/15 Priorities

Description

Corporate Initiatives is committed to achieving its business priorities by working in active collaboration with the Deputy and Executive Committee, our partners in other divisions, and in conjunction with the other natural resource sector ministries. The division is comprised of three branches: Strategic Initiatives & Legislation, Major Projects and Integrated Initiatives.

The Strategic Initiatives & Legislation Branch is accountable for the ministry's overall legislative program including oversight of more than 50 statutes and their associated regulations. In addition, the branch is accountable for strategic and business (service) planning, risk registry and the performance measurement framework. The branch works together with executive members to deliver corporate projects and strategies for stakeholder engagement, organizational effectiveness, internal communications, and responds to priority intergovernmental issues and projects.

The Major Projects Office is accountable for leading the provincial delivery of coordinated authorizations for major projects. MPO (Victoria) works directly in collaboration with the regional offices to address emerging challenges and barriers to timely decisions on natural resource projects including clean energy production, transmission, and mining. Other partners include other FLNRO provincial operations divisions, NRS agencies including MEM, MOE-EP, MARR and EAO, and industry associations. Focus will be given to advancing integration beyond coordination in 2014/15.

The Integrated Initiatives Branch is accountable for working in partnership with regional operations on the continued streamlining of the ministry's authorization framework, as well as work to support the ministry and the Transformation Secretariat to deliver upon the sector's objectives for NRS Business Transformation.

Corporate Initiatives Division Priorities

Division Wide

- Every division staff member will have a current job profile.
- Every division staff member will have a current My Performance plan that includes at least one learning (personal development) goal/target.
- All staff with supervision responsibilities will have a work goal in their My Performance profile related to supervisory excellence.
- Openly share common business practices to improve performance and strengthen division culture.
- The division leadership team will evaluate the division specific WES results, and will identify actions and activities together with staff aimed at improving areas of low performance.

- In times of fiscal restraint, be innovative in delivering our projects and commit to honest conversations with supervisors about what is possible.
- Create a culture that promotes diversity and inclusiveness.

Strategic Initiatives & Legislation – Legislation

- Develop 3 year legislation plan; balancing priority statutory changes arising from the ministry's portfolio of 52 statutes, and continue to implement past plans.
- Deliver training sessions to support Statutory Decision Makers in understanding their accountabilities and authorities.
- Through participation on the Strength of Claim Steering Committee, assist with implementation of SOC assessments in order to support timely consultation and accommodation processes.
- Help develop and implement guidance for staff regarding transfers under section 54 of the Forest Act as it relates to First Nation notifications.

Strategic Initiatives & Legislation – Business Planning

- Implement an updated performance management framework.
- Streamline the internal process for developing work (business) plans.
- Develop a strategy to better align internal ministry planning processes and cycles.
- Integrate a risk management strategy into the business planning process.

Strategic Initiatives & Legislation – Corporate Projects

- Support external reporting and corporate tracking of ministry commitments in the BC Jobs Plan.
- Support the ministry's participation in the Rural Development Project and Rural BC Project.
- Support the ministry's CORE review process.
- Lead intergovernmental relations – support successful DM participation in Canadian Council of Forest Ministers (CCFM), coordinate BC participation in CCFM projects and activities, provide BC representation on CCFM intergovernmental network.
- Lead implementation of FLNRO component of public (web) Internet Strategy, meeting government wide targets and timelines.
- Lead Implementation of Ministry Lean Program and coordinate priority projects, including analyzing how the ministry can best establish its portfolio of future Lean projects.
- Development and implementation of strategy to embed 'Lean thinking' culture within the ministry, which includes internal capacity and a culture of leadership, continuous learning, continuous improvement and innovation
- Develop a robust review process for the approval of corporate communication materials as well as develop a proactive calendar of potential future communications.
- Develop content for FLNRO's Intranet in collaboration with division partners.
- Provide leadership and support to corporate committees including DEAC, Advisory council of supervisors and Provincial Executive Directors Committee (PEDC)

Major Projects

- In collaboration with the regional Major Projects teams and partner agencies, undertake priority projects to improve coordination and alignment of operational delivery of major project management across the province, advance the level of NRS process integration to achieve more timely decisions.
- Lead implementation of the project board model for significant projects.
- Lead corporate tracking of major projects across the ministry and sector
- Lead engagement with industry associations (e.g. MABC, CEBC) and promote government transparency by developing new and updating existing proponent guidebooks.
- Coordinate with other NRS ministries including the EAO to improve overall major projects permitting process.

Integrated Initiatives

- Support the ministry to deliver upon sector's objectives for NRS Business Transformation and realize an integrated decision making vision and strategy for the ministry. This may include leading, and /or participating along with other sector ministries on projects related to:
 - Systems – support the implementation of capital plan to align IM/IT systems to One Process.
 - Policy analysis and/or Legislation – support the policy analysis of priority (potential) legislative opportunities and barriers required to advance integrated decision making.
 - Business Processes – deliver priority business project(s) that support FLRNO business needs and which advance integrated decision making across the NR sector.
- Lead business projects to improve provincial consistency in the authorization framework, including working in collaboration with regional operations (Directors of Authorizations and Front Counter BC) to develop common processes, forms, guidance and templates to support their continued streamlining of the authorization process.

Appendix 1

FLNRO-related Commitments from the BC Jobs Plan and the Minister's Mandate Letter

Minister's Mandate Letter Commitments

1. Mid-term timber supply – consult with communities; implement area-based tenures as recommended
2. Example role and effectiveness of BC Timber Sales and bring forward recommendations for improvement to Cabinet
3. Monitor and assist with SLA treaty discussions leading up to renegotiation in 2015
4. Work with Geoscience BC to establish long-term, predictable funding to foster oil, gas and mineral exploration and development in BC
5. Streamline all mining application processes to ensure that they all can be done online with faster turnaround times
6. Co-sponsor with the forest industry annual trade missions to China, India, Japan and Korea to continue diversifying BC lumber exports
7. Work with the forest industry to develop the cellulose filament research opportunity in BC
8. Develop a plan for the \$10 million in additional silviculture provided to reforestation in the province beginning in 2015/15
9. Implement the Off Road Vehicle Strategy
10. Work with BC Guides and Outfitters to ensure continued access to Crown land and continued economic and tourism opportunities in rural BC
11. Undertake a review of provincial permitting processes to eliminate red tape wherever possible while maintaining rigorous permitting requirements

Additional item to track going forward – Natural Resource Road Act

Other NRS Ministers' Mandate Letters - Specific Sector Priorities

MOE – complete the Water Sustainability Act; introduce and pass legislation

MOE – Consult with communities, First Nations and industry to potentially develop a provincially designated protected area in the Klappan (Sacred Headwaters)

MOE – Ensure all revenues from fishing licences are provided to the Freshwater Fisheries Society for conservation purposes, no later than 2015-16

MOE – Create an annual water use report from companies involved in hydraulic fracturing to ensure public awareness of the water conservation strategies being undertaken by upstream natural gas companies

AGRI – Implement the Cohen Commission recommendations pertaining to BC

EM – Continue to develop the Site C dam project and support it through the environmental assessment process

EM – Complete the Northwest Transmission Line and the Iskut Extension

BC Jobs Plan Commitments & Actions

Enhance the regulatory framework for forests, lands and natural resources:

- Show measurable progress in clearing the current backlog of Notice of Work and associated tenures – an
- 80 per cent reduction in the backlog and replace by August 31, 2012; completed.
- Maintain an average 60-day turnaround for all new Notice of Work applications from 2013 onwards; in progress – as of June 30/13, the average turnaround time has been reduced to 63 days.
- Reduce backlog of Water and Land Act tenures by 50 per cent by December 31, 2012; completed.
- Streamlined authorizations – a number of streamlining projects are completed or in progress:
- LEANLEAN projects for Crown Land efficiencies, billings and revenue management and range tenuring; Site C major project permit optimization strategy; streamline NRS participation in EA working groups; more efficient First Nations consultation; shift to electronic applications for NR authorizations; Water Act and Land Act electronic applications.



Demographics & Estimated Retirements

Resource Stewardship Division

Ministry of Forests, Lands and Natural Resource Operations

Confidential – for Executive Planning Purposes (not for distribution)



Where ideas work

Overview

This document provides an overview of the demographics and estimated retirements for the Resource Stewardship Division (RSD) of the Ministry of Forests, Lands and Natural Resource Operations. This information is based on CHIPS data for employees (active and on leave) as of May 1, 2016.

Highlights

As of May 1, 2016, there were 135 employees within the division.

- Regular employees account for the majority (90%) of the workforce.
- The majority (55%) of the workforce is male, and 78% of the employees are within the Generation X and Baby Boomer generations (between 39 and 70 years of age).

It is important to note that 28% of the current **regular** staff within the division may be eligible to retire by the end of 2018.

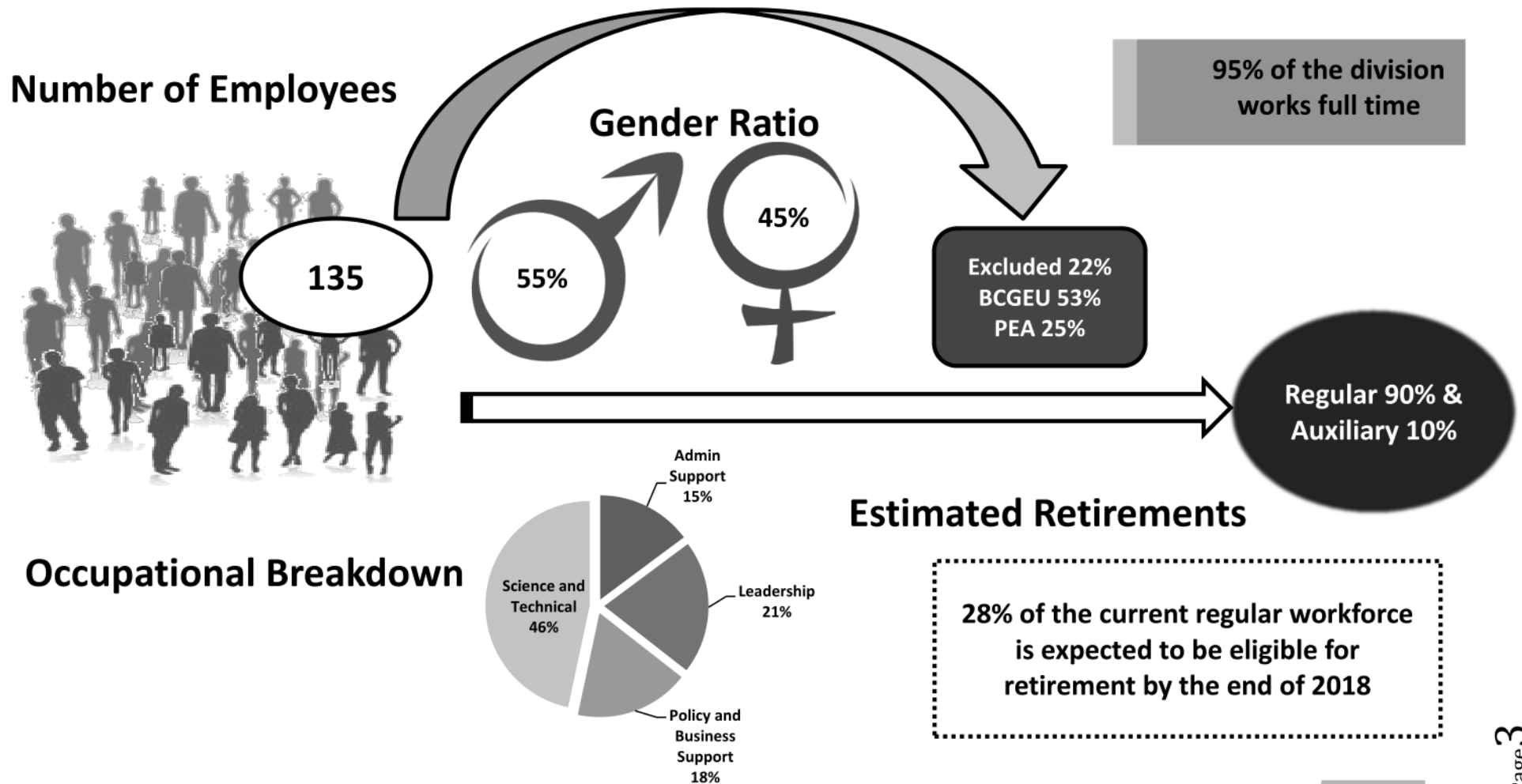
- There are currently 12 employees (10%) that appear to have passed their estimated date of eligibility for retirement. These employees could potentially retire at any time.
- The highest estimated number of employees eligible to retire (12 per year) occurs in 2019.

The intent of this report is to provide a picture of what could occur over the next few years in order to assist the executive with more detailed information to support succession planning initiatives, business planning, and recruitment and retention strategies.

Demographic information found in this report includes all employees, regular and auxiliary, whereas the retirement-specific information includes only regular employees.

Emerging Trends

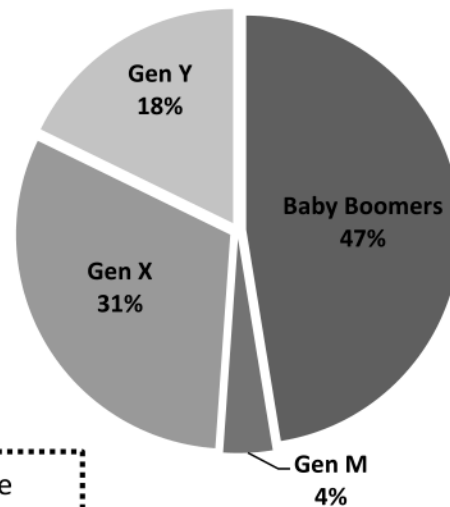
Workforce projections indicate that a smaller public service is expected in the future due to a shrinking workforce and labour supply. It is also expected that exit rates will exceed most new hire rates. As a result, strategically optimizing our investment in our workforce is critical. Information is based on CHIPS data as of May 1, 2016.



Generational Breakdown

Generation Y are between the ages of 27 and 38 years

The average age is 48.5



Generation X are between the ages of 39 and 51 years

Generation M are 26 years and younger

Staff are between the ages of 22 and 65 years old

Baby Boomers are between the ages of 52 and 70 years

Location Breakdown

Staff are located in six cities

96% of the division works in Victoria

Average Years of Service

16 years



Estimated Retirements

IMPORTANT NOTE:

As there is no mandatory retirement date, "Estimated Retirement" refers to the year an individual may become eligible to retire (as determined below).

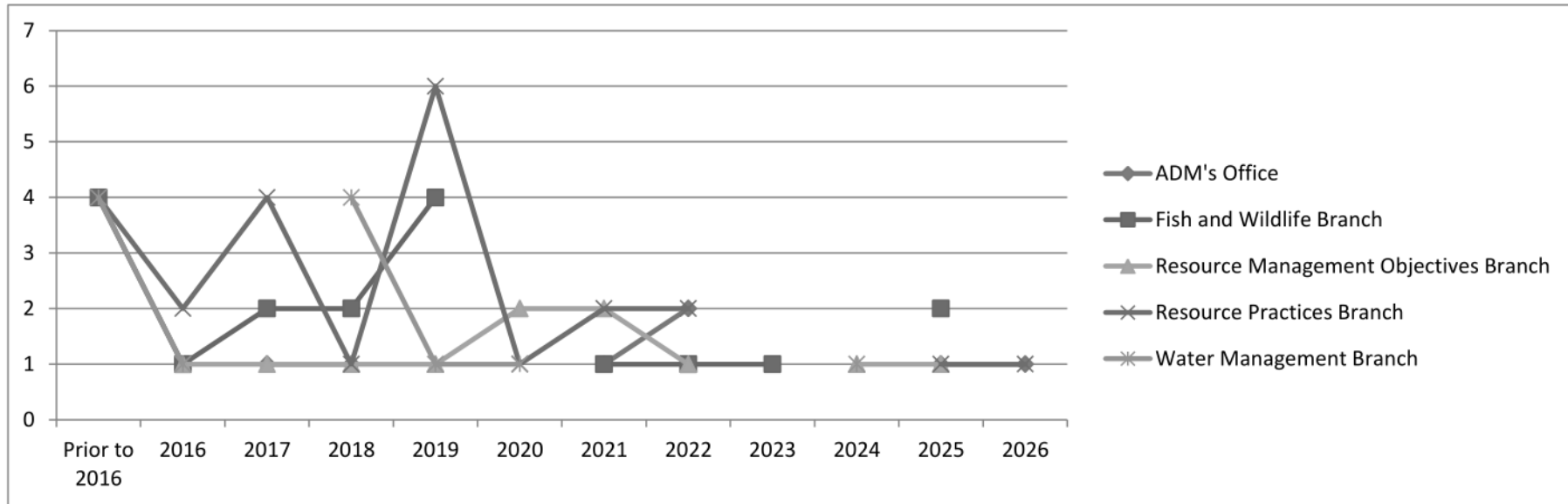
This information is just an estimate and does not imply an employee's retirement will actually occur the year they become eligible for retirement. Employees may choose to work for many years after they are eligible to retire, or choose to leave prior to their retirement eligibility.

As the BC Public Service Agency does not access Pension Corporation data for this type of report, the calculations of service and the date an employee may reach the Rule of 85 is only an estimate. The date used for estimating service is the most historic of the Hire Date or Vacation Leave Service Date found in CHIPS. The "Estimated Date of Retirement" is determined by looking at age and calculated estimated service. If the employee appears to reach the Rule of 85 prior to age 55, the date they reach age 55 is selected. If they appear not to be able to reach the Rule of 85 before age 60, the date they reach the age of 62.5 (half way between 60 & 65) is selected. For all others, the date they appear to reach the Rule of 85 is selected.

As "Estimated Date of Retirement" is just an estimate, this date should only be used for organizational planning and should not be used for individual pension planning.

Estimated Retirements for Regular Employees

The following chart illustrates the estimated date of eligibility for retirement for all **regular** employees* within the division, by business area, as of May 1, 2016 (with a more detailed table on the following page showing the next three years).



- “Prior to 2016” indicates that 12 employees (10%) have passed their estimated date of eligibility for retirement. These employees could potentially retire at any time.
- The highest estimated number of employees eligible to retire (12 per year) occurs in 2019.
- The average retirement rate for all regular employees over the next ten years, current until 2026, is approximately 5% per year.

**All regular employees have been included in the retirement section of this report, with the exception of the Assistant Deputy Minister.*

Estimated Retirements by 2018 for Regular Employees by Business Area

28% of the regular workforce is estimated to be eligible for retirement by 2018.

The following table illustrates the estimated retirements by 2018.

Estimated Year of Retirement	Total	ADM's Office	Fish and Wildlife Branch	Resource Management Objectives Branch	Resource Practices Branch	Water Management Branch
Prior to 2016	12		4		4	4
2016	5		1	1	2	1
2017	8	1	2	1	4	
2018	9	1	2	1	1	4
Grand Total	34	2	9	3	11	9
<i>% of all estimated retirements</i>	<i>100%</i>	<i>6%</i>	<i>26%</i>	<i>9%</i>	<i>32%</i>	<i>26%</i>

Total Regular Staff	120	10	35	20	32	23
<i>% of all regular staff eligible to retire</i>	<i>28%</i>	<i>20%</i>	<i>26%</i>	<i>15%</i>	<i>34%</i>	<i>39%</i>

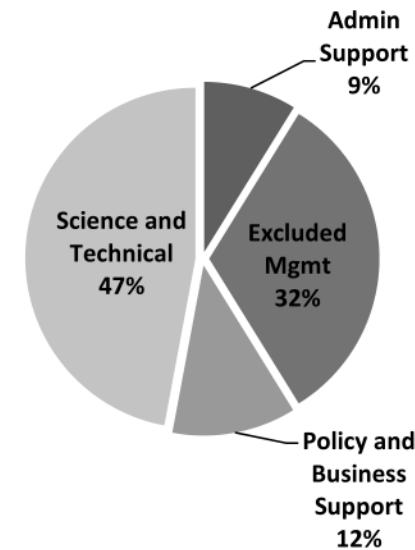
- Overall, 28% of regular employees within the division are projected to become eligible for retirement by December 31, 2018.
- The Resource Practices Branch has the highest percentage of the staff (32%) possibly eligible to retire by the end of 2018, followed by the Fish and Wildlife Branch and Water Management Branch with 26% each.
- The Water Management Branch and Resource Practices Branch are projected to face the highest percentages (39% and 34% respectively) of employees within a business area to become eligible for retirement over the next three years.

Estimated Retirements by 2018 for Regular Employees by Classification

The following chart illustrates the classifications of **regular** employees estimated to reach their date of eligibility for retirement by December 31, 2018.

Classification	Total	ADM's Office	Fish and Wildlife Branch	Resource Management Objectives Branch	Resource Practices Branch	Water Management Branch
Administrative Support	3		2		1	
Excluded Management	11	2		3	1	5
Policy and Business Support	4		3		1	
Science and Technical	16		4		8	4
Grand Total	34	2	9	3	11	9

- Science and Technical positions such as Biologists, Licensed Scientific Officers (LSO) and Science/Technical Officers (STO) account for the highest amount (47%) of the estimated retirements. Of the 16 positions, the majority (56%) are currently employed as LSOs (3, 4 or 5).
- The 11 Excluded Management positions accounting for 32% of the estimated retirements are found in four of the business areas within the division; however, the Water Management Branch currently employs 45% of those leaders eligible to retire by the end of 2018.



Appendix A – Estimated Retirements of Regular Employees by 2018





	Currently meets the rule of 85
red	60 years of age or above

Branch	Name	Classification	Position Title	City	Est. Year
Prior to 2016					
Fish and Wildlife	s.22	Policy and Business Support	s.22	Victoria	Prior to 2016
Fish and Wildlife		Science and Technical		Victoria	Prior to 2016
Fish and Wildlife		Administrative Support		Victoria	Prior to 2016
Fish and Wildlife		Administrative Support		Victoria	Prior to 2016
Resource Practices		Science and Technical		Victoria	Prior to 2016
Resource Practices		Science and Technical		Victoria	Prior to 2016
Resource Practices		Leadership		Victoria	Prior to 2016
Resource Practices		Science and Technical		Victoria	Prior to 2016
Water Management		Science and Technical		Victoria	Prior to 2016
Water Management		Leadership		Victoria	Prior to 2016
Water Management		Science and Technical		Victoria	Prior to 2016
Water Management		Leadership		Victoria	Prior to 2016
2016					
Fish and Wildlife		Science and Technical		Revelstoke	2016
Resource Management Objectives		Leadership		Victoria	2016
Resource Practices		Science and Technical		Victoria	2016
Resource Practices		Administrative Support		Victoria	2016
Water Management		Leadership		Victoria	2016
2017					
ADM's Office		Leadership		Victoria	2017
Fish and Wildlife		Policy and Business Support		Victoria	2017
Fish and Wildlife		Policy and Business Support		Victoria	2017
Resource Management Objectives		Leadership		Victoria	2017
Resource Practices		Science and Technical		Victoria	2017
Resource Practices		Science and Technical		Victoria	2017
Resource Practices		Science and Technical		Victoria	2017
Resource Practices		Science and Technical		Victoria	2017
2018					
ADM's Office		Leadership		Victoria	2018



Forests, Lands and Natural Resource Operations Demographics & Estimated Retirements

Branch	Name	Classification	Position Title	City	Est. Year
Fish and Wildlife	s.22	Science and Technical	s.22	Victoria	2018
Fish and Wildlife		Science and Technical		Victoria	2018
Resource Management Objectives		Leadership		Victoria	2018
Resource Practices		Policy and Business Support		Victoria	2018
Water Management		Leadership		Victoria	2018
Water Management		Science and Technical		Victoria	2018
Water Management		Leadership		Victoria	2018
Water Management		Science and Technical		Victoria	2018

			Calculate WorkForce Planning Priority (by adding Points across) ¹					
								
Incumbent/ Position Title/Classification	Retirement Date or see note ¹		Time to Vacancy (Gap) < 1 year (0 AUTO HIGH) 1-3 years (1) 4+ years (4)	Degree of Position Specialty Very (1) Moderate (2) Low (3) Consider future need for expertise.	Position Alternate(s) No or Needs Training (0) Yes: Near Ready (1) Ready (2) <i>In Branch Add +(1)</i>	Gap Ranking/ Points Total 1-3 = High [*] 4 - 6 = Med 7 + = Low	Comments note ideas for addressing gap, rationalizing staffing action, timelines OR consider whether position/expertise is required going forward.	
	Eligible	Planned						
Branch Management Team								
s.22				4+ years (4)	Low (3)	Ready (0) In Branch (+1)=0	7 = Low	Position staffed
	2015	2019		3 years (1)	Low (3)	Yes: near Ready (1)	5 = Medium	Priority could change if earlier retirement.
	2015	2016		<1 years (0)	Low (3)	Near Ready (0) In Branch (0)	3 = High	Potential successors; Section Heads (3) but dependent on staffing plan
	2015	2019		3 years (1)	Low (3)	Near Ready (0) ?	4 = Medium	No action required due to projected time to vacancy. Ind. Mngrs are alts for work?

¹ **These charts are a Work in Progress, and for discussion only; they may contain sensitive information, errors or omission. Please provide suggestions for improvement, and return after succession planning meeting.** Charts are intended as a discussion tool for succession planning for vacancies/expertise gaps created through retirement or other career movement. Once section charts have been completed the priority knowledge gaps and positions can be transferred to the Branch summary chart for the purposes of developing options and strategies to address gaps. Refer to Workforce/Succession Planning guide for further information. **POSITION Degree of Specialty:** **Very** = Specialty role, typically requires a Masters Degree/unique combination of qualifications and experience. **Moderate** = professional role without MA requirement in job description, typically LSO 3/4 or equivalent professional/technical level. **Low** = Generalist role.




Retirement Dates: < 1 year = 2015, 1-3 years = 2016-2018, 4+ years – 2019 +

*** All positions vacant in less than 1 year are to be rated HIGH; no positions vacant in over 3 years are to be rated HIGH.**

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Forest Practices and Strategic Investment ~ WorkForce/Succession Planning Template

			Calculate WorkForce Planning Priority (by adding Points across)				
				$+$ 	$+$ 	$=$	
Incumbent/ Position Title /Classification	Retirement Date or see note ¹		Time to Vacancy (Gap) < 1 year (0 AUTO HIGH) 1-3 years (1) 4+ years (4)	Degree of Position Specialty Very (1) Moderate (2) Low (3) Consider future need for expertise.	Position Alternate(s) No or Needs Training (0) Yes: Near Ready (1) Ready (2) In Branch Add + (1)	Gap Ranking/ Points Total 1-3 = High* 4-6 = Med 7 += Low	Comments note ideas for addressing gap, rationalizing staffing action, timelines OR consider whether position/expertise is required going forward
	Eligible	Planned					

Harvesting and Silviculture Practices

s.22	2015	2019	3 years (1)	Low (3)	Yes: Ready (1) ?	5 = Medium	Priority could change if earlier retirement.
	?	2020+	4+ years (4)	Moderate (2)	Near Ready (1) In Branch (0) = 0	7 = Low	Position filled Sept 2015
	2015	2019	3 years (1)	Very (1)	Yes Near Ready (1) In Branch (1) = 0	4 = Medium	Re-evaluate once Forest Entomologist hired.
		2019+	4 + years (4)	Very (1)	No (0)	5 = Medium	No action required due to projected time to vacancy.
		?	Vacant (0)	Very (1)	No (0)	1 = High	Position vacant
		2020+	4+ years (4)	Moderate (2)	No Near Ready (0) In Branch (0) = 0	6= Medium	No action required due to projected time to vacancy.
	2015	2017	1-3 years (1)	Moderate (2)	Yes Near Ready (1) In Branch (1) = 2 ?	4 = Medium	retiring in 2017?, no declared date, Priority could change depending on alternate status. Stand Tending
			4+ years (4)	Moderate (2)	Yes Ready (2) In Branch (1) =3	9= Low	No action required due to projected time to vacancy.




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			Calculate WorkForce Planning Priority (by adding Points across)				
				$+$ 	$+$ 	$=$	
Incumbent/ Position Title /Classification	Retirement Date or see note ¹		Time to Vacancy (Gap) < 1 year (0 AUTO HIGH) 1-3 years (1) 4+ years (4)	Degree of Position Specialty Very (1) Moderate (2) Low (3) Consider future need for expertise.	Position Alternate(s) No or Needs Training (0) Yes: Near Ready (1) Ready (2) In Branch Add + (1)	Gap Ranking/ Points Total 1-3 = High* 4-6 = Med 7 += Low	Comments note ideas for addressing gap, rationalizing staffing action, timelines OR consider whether position/expertise is required going forward
	Eligible	Planned					

s.22	2014	2018	1-3 years (1)	Very (1)	Yes Near Ready (1) ?	3 = High	No action required due to projected time to vacancy.
	2015	2019	4+ years (4)	Very (1)	Yes Ready (1)	6 = Medium	No action required due to projected time to vacancy
		2024	4+ years (4)	Moderate (2)	Yes ready (2)	8 = Low	No action required due to projected time to vacancy
		2020+	4+ years (4)	Moderate (2)	No Ready (0) In Branch (0)	6 = Medium	Flex Schedule; New to position Recommend developing an alternate
	2015	2019 +	4+ years (4)	Low (3)	Near Ready (1) ?	8 = Low	No action required due to projected time to vacancy. Priority could change if earlier retirement
VACANT Forest Management Analyst/LSO 3			Vacant	Moderate (2)	No = (0) In Branch (0)=0	2 = HIGH	Position going forward in staffing request – Feb 2015
VACANT Resource Investment Planning Spec/LSO3			Vacant	Moderate (2)	No = 0	2 = HIGH	Critical position that needs to be filled or program delivery is compromised. No plan to fill position in the near future

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Forest Practices and Strategic Investment ~ WorkForce/Succession Planning Template

			Calculate WorkForce Planning Priority (by adding Points across)				
			↗	+ ✕	+ ☒	=	
Incumbent/ Position Title /Classification	Retirement Date or see note ¹		Time to Vacancy (Gap) < 1 year (0 AUTO HIGH) 1-3 years (1) 4+ years (4)	Degree of Position Specialty Very (1) Moderate (2) Low (3) Consider future need for expertise.	Position Alternate(s) No or Needs Training (0) Yes: Near Ready (1) Ready (2) In Branch Add + (1)	Gap Ranking/ Points Total 1-3 = High* 4-6 = Med 7 += Low	Comments note ideas for addressing gap, rationalizing staffing action, timelines OR consider whether position/expertise is required going forward
	Eligible	Planned					

s.22

		2035	4+ years (4)	Moderate (2)	Yes Near Ready (1) In Branch (1)=2	5 =Medium	No action required due to projected time to vacancy. Silv Strategies/Stocking Standards/Legislation.
		2016	< 1 years (0)	Moderate (2)	NO (0)	2 = HIGH	Flex. Limited applicant pool: BCTS? Develop strategy; Consider training opportunity.
	2015	Apr '18 – Mar '19	1-3 years (1)	Moderate (2)	Ready? (1) ? In Branch = ?	4 = Medium	No action currently required. RE-evaluate once retirement date confirmed.
			4 + years (4)	Moderate (2)	Near Ready (1) In Branch (1)=2	8 = Low	RESULTS; core function; alternate recommended.




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Forest Practices and Strategic Investment ~ WorkForce/Succession Planning Template

			Calculate WorkForce Planning Priority (by adding Points across)				
				$+$ 	$+$ 	$=$	
Incumbent/ Position Title /Classification	Retirement Date or see note ¹		Time to Vacancy (Gap) < 1 year (0 AUTO HIGH) 1-3 years (1) 4+ years (4)	Degree of Position Specialty Very (1) Moderate (2) Low (3) Consider future need for expertise.	Position Alternate(s) No or Needs Training (0) Yes: Near Ready (1) Ready (2) In Branch Add + (1)	Gap Ranking/ Points Total 1-3 = High* 4-6 = Med 7 += Low	Comments note ideas for addressing gap, rationalizing staffing action, timelines OR consider whether position/expertise is required going forward
	Eligible	Planned					

Sustainable Forest Management s.22

	2012	2016	< 1year (0)	Low (1)	Near Ready (1)? In Branch (1) ?	2 = High	Potential successors; Section Heads (3)
		2017?	1 - 3 years (1)	Moderate (2)	Near Ready (1)	4 = Medium	Ready alternate(s) are also close to retirement. Others Near Ready in FREP program outside branch.
	now	2018	1-3 years (1)	Moderate (2)	Near Ready (1) ?	4 = Medium	Ready alternate(s) are also close to retirement. Others Near Ready, in branch and FREP program in Ops;
		2017	1-3 years (1)	Moderate (2)	No (0) see comment	3 = HIGH	Ready alternate(s) are also close to retirement. Others near ready in branch, and FREP program in Ops.
		2027	4+ years (4)	Moderate (2)	Near Ready (0) In Branch (0)	6 = Medium	No action required due to projected time to vacancy.
		2020+	Mat leave June '15 – June '16 (0)	Moderate (2)	Ready (2)	4 = Medium	Mat. Leave backfill approved but not yet filled. No other action required due to projected time to retirement vacancy.




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* All positions vacant in less than 1 year are to be rated HIGH; no positions vacant in over 3 years are to be rated HIGH.

this version: 1/27/2017

Forest Practices and Strategic Investment ~ WorkForce/Succession Planning Template

			Calculate WorkForce Planning Priority (by adding Points across)				
				$+$ 	$+$ 	$=$	
Incumbent/ Position Title /Classification	Retirement Date or see note ¹		Time to Vacancy (Gap) < 1 year (0 AUTO HIGH) 1-3 years (1) 4+ years (4)	Degree of Position Specialty Very (1) Moderate (2) Low (3) Consider future need for expertise.	Position Alternate(s) No or Needs Training (0) Yes: Near Ready (1) Ready (2) In Branch Add + (1)	Gap Ranking/ Points Total 1-3 = High* 4-6 = Med 7 += Low	Comments note ideas for addressing gap, rationalizing staffing action, timelines OR consider whether position/expertise is required going forward
	Eligible	Planned					

s.22

		2015	< 1 years (0)	Very (1)	No (0)	1 = HIGH	Provides key leadership role in program, and: Database Custodian, Reg. Position vacant
		2016	< 1 year (0)	Very (1)	Near Ready (1)	2 = HIGH	Provides key leadership role in program, FREP related role, and database custodian. Possible successors from Regional FREP program or s.22 ; district, or regional staff, or industry. April 1/16 - position posted
		2018-19	1 -3 years (1)	Very (1)	Ready (2) (regional hydrologists?)	4 = Medium	Kamloops; Provides key leadership role in hydrology program, and FREP related role. Possible successors from regional hydrologists.
		2036	4+ years (4)	Moderate (2)	No (0)	6 = Medium	New Hire. No action required due to projected time to vacancy.
		2018-20	1 -3 years (1)	Moderate (2)	No (1)	4 = Medium	Vernon; unique skill set; key role. The only research officer in section; outstanding writing skills.




confidential draft

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*** All positions vacant in less than 1 year are to be rated HIGH; no positions vacant in over 3 years are to be rated HIGH.**

this version: 1/27/2017

Forest Practices and Strategic Investment ~ WorkForce/Succession Planning Template

			Calculate WorkForce Planning Priority (by adding Points across)				
				$+$ 	$+$ 	$=$	
Incumbent/ Position Title /Classification	Retirement Date or see note ¹		Time to Vacancy (Gap) < 1 year (0 AUTO HIGH) 1-3 years (1) 4+ years (4)	Degree of Position Specialty Very (1) Moderate (2) Low (3) Consider future need for expertise.	Position Alternate(s) No or Needs Training (0) Yes: Near Ready (1) Ready (2) In Branch Add + (1)	Gap Ranking/ Points Total 1-3 = High* 4-6 = Med 7 += Low	Comments note ideas for addressing gap, rationalizing staffing action, timelines OR consider whether position/expertise is required going forward
	Eligible	Planned					

Business Operations s.22

	2015	2017	1-3 years (1)	Low (3)	Near Ready (1)	5 = Medium	No action required due to projected time to vacancy. <i>JD needs updating</i> . Ind. Mngrs are alts for work?
	2014	2019	4+ years (4)	Low (3)	Yes: Ready (2) In Branch (1)	10 = Low	Indicated interest in seeking new position in Vancouver?
			vacant	Low (3)	Position partially covered in branch = near ready = 1	4 = Medium	Not deemed a critical position. No plan to fill position in the near future Part-time; TRIM (no alternate); systems <i>JD updated (draft)</i> .
	2014	2020	4+ years (4)	Low (3)	No (0)	7 = Low	No action required due to projected time to vacancy. <i>JD needs to be updated</i> (no alternate); project management, systems processes, Director Support.

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Forest Practices and Strategic Investment ~ WorkForce/Succession Planning Template

Business Needs/Future Talent Gaps

		Calculate WorkForce Planning Priority (by Points) ²				Rationale/Comments
					=	
Knowledge Area/Expertise required for core functions	Provided by: Name of Contractor/Work Experience Candidate/Temporary Appointment, etc.	Gap: Not being met (0) Being Met (1) (indicate how need is being met)	Degree of Speciality Very (1) Moderate (2) Low (3)	Alternate(s) No or Needs Training (0) Yes: Near Ready (1) Ready (2) <i>In Branch Add + (1)</i>	Gap Ranking/ Points Total 1 -3 = High* 4-5 = Med 6+ = Low	
Statistical	s.22	Contract (1)	(1)	(0)	2 = High	In Branch expertise needed.
Spatial Info/apps/products		Contract (1)	(2)	No (0) or Matt? (1) In Branch (1)	3 – 5 High-Med	In Branch expertise needed. Explore whether s.22 might be interested in Flex work.
LBIS Administration Support		Contract (1)	Low (3)	Near Ready (1)	5 =Med	Varied skill set, suitable for various support roles.
Fertilization Program Support		Contract (1)	Very (1)	No (0)	2 = High	s.2 may not be available 2016. Maintaining expertise either in house or via consultants is critical to ability to continue to deliver a fertilization program.
Reforestation & Veg Management		Contract (1)	Very (1)	0	2 = High	Ability of the branch to respond to vegetation management issues has been severely reduced. Maintaining expertise either in house or via consultants is critical to long-term maintenance of the growing area of current reforestation investments.

² See Footnote 1, Incumbent/Position list.

this version: 1/27/2017

this version: 1/27/2017

Section and Branch Summary Template ~ complete summary by section and then roll up to Branch level. Copy and add rows as required.

Priorities Summary

Identify critical gaps ~ positions/knowledge areas Develop rationale/business need for staffing or knowledge resources Rank Priority based on business needs

Position Title and Classification	Current Status: e.g. VACANT Now, or Will be on this date.	Alternate(s)?? (could backfill now or with training)	Rationale/Comments/strategies for addressing vacancy/gap. (Also identify whether Job Profile needs updating or review.)	Priority
Resource Practices and Strategic Investment				
Forest Establishment & Investment Leader/LSO 5 s.22	May 2015		Added to Feb 2015 staffing request	
Forest Management Analyst/LSO 3 s.22	Vacant		Added to Feb 2015 staffing request	
Silviculture Performance Assessment Specialist/LSO3 s.22	July 2016			
Provincial Forest Entomologist	Vacant (on 10 month TA)		Backfill request on Feb 2015 staffing request?	
Sustainable Forest Management				
Research Ecologist/LSO 3 s.22	March 2015		To be added to Feb 2015 staffing request??	
Visual Resource Management Officer / STO 30 s.22	April 2016			
	s.22			
Resource Stewardship Monitoring Specialist	s.22		Backfill added to Feb 2015 staffing request	
Business Operations				
Admin Coord/Clerk 9	Vacant Feb 2014	Could backfill with training	Draft revised job description has been written. Specific task groups are identified for this position which can be used to determine specific training needs for potential alternates. Position not being considered for staffing request at this time.	

Critical Knowledge Area/Expertise Going Forward	Current Status: provided by.	Alternate(s)?? (could backfill now or with training)	Rationale/Comments/strategies for addressing gap.	Priority

Notes: