

Original April 16, 2014

Updated July 15, 2014

FREP 2014/15 Work Plan/Improvement Plan

Introduction: This document is the 2014/15 FREP Improvement Plan/Work Plan. The contents of this document are based on results of the 2014 FREP quality survey, the March 2014 continuous improvement session, ongoing partner/stakeholder feedback, the FREP strategic plan, Ministry Service Plan and program resources (people and budget). This document will be updated as/if new priorities emerge from Executive, or program resources change.

FREP Mission: To be a world leader in resource stewardship monitoring and effectiveness evaluations; communicating science-based information to enhance the knowledge of resource professionals and inform balanced decision making and continuous improvement of British Columbia's forest and range practices, policies and legislation.

FREP Objectives:

FREP is a long-term commitment by government to:

1. Assess the effectiveness of forest and range legislation in achieving stewardship objectives
2. Determine whether forest and range practices are achieving government's objectives, with a focus on biological function and social values (visual quality and cultural heritage)
3. Identify forest and range resource value status and trends, and
4. Identify opportunities for continued improvement of British Columbia's forest and range practices, policies and legislation.

2014/15 Key FREP Focus Areas:

1. Collecting and analyzing **high quality monitoring data** that is fully relevant to resource professionals and natural resource management decision makers
2. **Communicating** science-based information to enhance the knowledge of resource professionals and inform balanced decision making and continuous improvement of British Columbia's forest and range practices, policies and legislation.
3. Ensuring **continuous improvement** of a high-quality program that is effective and efficient as possible and provides maximum value for resources invested.
4. People – **recognition, skill and knowledge** development opportunities
5. Phase 2 and 3 of the **Natural Resource Sector integrated monitoring project (separate work plan)**

FREP Six Strategic Themes (in alignment with the six quality drivers from Excellence Canada):

- Program Leadership
- Continuous Improvement and critical reflection
- Communication of monitoring results
- Program Development and Implementation
- People Focus
- Clarity of program priorities

Strategic Theme - **Program Leadership**

Issue Description	Specific Task(s)	Responsibility	Timeline
Reinforce the ADM Stewardship role	<ul style="list-style-type: none"> ○ Publish the 2012 ADM's FREP report ○ Publish the 2013 ADM's FREP report ○ Meet with ADM to update re: FREP progress, issues and success ○ ADM leadership in NRS Integrated Monitoring Initiative 	<p>ND, JF, PB</p> <p>PB</p> <p>PB, JF</p>	<p>February 2014</p> <p>December 2014</p> <p>Ongoing</p> <p>Ongoing</p>
Continue enhancement of Regional Manager, District Manager and Operations Managers engagement and awareness	<p>Meet/call all regional management teams and District Manager Communities of Practice and the Joint Area Leadership Team (JALT) at least once in 2014, discussing:</p> <ul style="list-style-type: none"> - individual district needs, staff contributions, and opportunities for improvement - awareness and engagement in FREP - building engaged leadership from district management - Progress on NRS Integrated Monitoring Initiative - MRVA and IMER updates 	<p>PB, ND</p> <p>NB – use as development opportunity for Barry and Jessie</p>	<p>Ongoing</p>
Ensure key program leads have face to face time with districts to help build relationships	<p>Seek opportunities for FREP Branch staff to meet and work with district staff:</p> <ul style="list-style-type: none"> ○ FREP Training & mentoring ○ FREP Victoria staff collect RSM samples with Robson Valley field staff ○ Advocate for a face to face CI session in Jan – March 2015 	<p>Victoria FREP staff and team leads</p> <p>RPB Team</p> <p>PB</p>	<p>Ongoing</p> <p>Fall 2014</p> <p>Ongoing</p>
Continue focus on developing dispersed leadership for those involved in FREP (linkage to People Focus -- staff development opportunity)	<p>Seek opportunities for district and regional leadership on individual tasks and projects:</p> <ul style="list-style-type: none"> ○ Training Team ○ FREP CI Session ○ QMT (Excellence Canada Quality Assessment) ○ Client review ○ IMS Team ○ Resource Value co-leads ○ NRS Integrated Monitoring ○ IMER and MRVA ○ Initiate succession planning for FREP leadership roles 	<p>Victoria FREP staff and team leads</p>	<p>Ongoing</p>
Continue building trust and relationships with our clients and partners	<ul style="list-style-type: none"> ○ Conduct and analyze annual quality survey ○ Deliver presentations to PAC, FP Board members, and a minimum of one other large format group such as NSC, CSC, 	<p>All FREP authors – primarily RVTLS</p>	<p>Ongoing</p>

	ABCFP etc.		
Clarify executive support	<ul style="list-style-type: none"> Meet with Tom Ethier to discuss issues raised on CI survey – lack of resources, competing priorities, no consequence to performance measures, links to authorizations and consultation 	PB	Fall 2014
Address all staff issues/recommendations from CI survey	<ul style="list-style-type: none"> Report results – documentation and RSM call discussions 	FREP team	Ongoing

Strategic Theme – *Continuous Improvement and Critical Reflection*

<i>Issue Description</i>	<i>Specific Tasks</i>	<i>Responsibility</i>	<i>Timeline</i>
Continue demonstrating how FREP is making a difference – “closing the loop”	<ul style="list-style-type: none"> Produce extension document 	RPB team	Winter 2014
External Program Review	<ul style="list-style-type: none"> Data audit protocol if resources are available (marker for future) Forest Practices Board external review of FREP 	BE, FB PB	Summer/fall 2014
Continue the focus on the “FREP Quality Culture” and promote quality management and Excellence Canada (EC) awareness	<ul style="list-style-type: none"> Standing RSM call topic (quality tip of the month – Q-tip) (Q-tips mix of operational issues and quality drivers) Publish quality related FREP Extension Note Complete review of EC Order of Excellence criteria and ensure we are meeting requirements Prepare application for EC recertification Annual CI Session (face to face if possible) QA survey Active participant of the EC-BC COP Present and promote EC to other government agencies 	BE BE, FB, PB BE, PB, FB BE, PB, FB BE, FB, PB BE, PB, FB team	Ongoing Minimum of bi-weekly Quality meetings – BE and PB
FREP Process Maps	<ul style="list-style-type: none"> Complete review of all process maps – prioritize for updating. Consider process maps as a critical succession preparedness tool. 	BE, FB with team	March 31, 2015

Strategic Theme – *Communication of monitoring results*

<i>Issue Description</i>	<i>Specific Tasks</i>	<i>Responsibility</i>	<i>Timeline</i>

Publish monitoring results	<p>Publish a “FREPs results” extension note (and/or report for the following resource values/topics):</p> <ul style="list-style-type: none"> ○ Riparian results 2005-2013 (Peter T) ○ ADMs Report (ND, JF, PB) ○ FREP Year in Review (BE, FB, PB) ○ SDM TSA summaries (FB with HK) ○ LLBD Ext. Note (BE, ND, and Marvin Eng) ○ CHR Ext. Note (PB, Alisha, Nicole and Kathleen) ○ Update MRVA reports as needed ○ Complete 4 IMER reports ○ Test narrated PowerPoints for ENs/Reports 	Resource Value Team Leads	All by March 31, 2015
Client Review	<ul style="list-style-type: none"> ○ All FREP publications to have a completed client review (document in sign off template) 	PB	Ongoing
Enhance communication with senior management	Attend 1-2 senior management committees per year, ADM update and (or) send update (twice a year) to region, district managers to enhance communication and awareness of “what’s been happening”	team	Ongoing
SharePoint and web site review	Continue update of the SharePoint site and work with GCPE on new FREP website to reduce unnecessary duplication and (or) redundant information, ensure all content and linkages current	JF, BE	Ongoing
NRS Integrated Monitoring Project	<ul style="list-style-type: none"> ○ Lead Working Group ○ Project Plan ○ Update Baseline of monitoring initiatives ○ Draft integrated monitoring framework to steering committee ○ Implement as per steering committee direction 	JF, PB with RT	Ongoing 2014/15
Address the “no legislative change” issue	<ul style="list-style-type: none"> ○ Add Norah White to FREP team ○ RSM call topic ○ Address in extension note ○ Request ABCFP to join FREP team 	PB	Fall 2014

<i>Strategic Theme – People Focus</i>			
<i>Issue Description</i>	<i>Specific Tasks</i>	<i>Responsibility</i>	<i>Timeline</i>
Identify outstanding contributions from individuals within FREP	<ul style="list-style-type: none"> ○ For special contributions by individuals contact their supervisors and acknowledge contributions – 	Team	Ongoing

	keep casual/informal (e.g., short email)		
Continue to improve and promote current recognition and fun events	<ul style="list-style-type: none"> ○ ADM Award of excellence ○ FREP photo contest ○ Loon Tale Challenge ○ Ongoing “thank you” via RSM calls, emails and letters of recognition ○ Stephanie Wilkie Award 	BE BE FB PB KH	Ongoing
Recognition for all our key contractors	<ul style="list-style-type: none"> ○ TB determined (lunch, RSM call, CI session recognition?) 	Victoria team	Fall 2014
Opportunities for field staff	<ul style="list-style-type: none"> ○ Provide clear and frequent opportunities for field staff to develop skills in data analysis, protocol development and other areas 	Team	Fall-Winter 2014

<i>Strategic Theme – Program Development and Implementation</i>			
<i>Issue Description</i>	<i>Specific Tasks</i>	<i>Responsibility</i>	<i>Timeline</i>
Full transparency of all indicators, protocols, data and publications	<ul style="list-style-type: none"> ○ Continue to ensure all indicators, protocols, data and publications are on the FREP website ○ Ensure FREP website and SharePoint site are up to date ○ Ensure SharePoint site effective and efficient source of information for team leads and district staff 	BE, JF BE, JF JF	Ongoing
Landscape-level biodiversity	<ul style="list-style-type: none"> ○ Complete develop of LLBD monitoring indicators, methods and updating module ○ Post data as soon as ready on SharePoint ○ Incorporate LLBD into MRVA and IMER ASAP ○ Membership on Old Growth working Group 	BE, ND ND, BE	2014 Ongoing
Stand-level Biodiversity baseline	<ul style="list-style-type: none"> ○ Update baseline for across the province, with priority focus on BECs with low baseline numbers 	Nancy	March 31, 2015 (funding dependant)
Climate Change Adaptation	<ul style="list-style-type: none"> ○ Work with Kathy Hopkins to deliver one climate change training session to team leads and others 	PB	Fall 2014
OGMA assessment methodology	<ul style="list-style-type: none"> ○ Develop and test an OGMA monitoring protocol 	ND, support PB	March 31, 2015
Karst monitoring field cards and methods	<ul style="list-style-type: none"> ○ Complete field cards and methods 	TS, CM with PB support	March 31, 2015

Develop and promote opportunities for local district data analysis and interpretation	<ul style="list-style-type: none"> ○ Template, methods and technical support (e.g., training through Live Meeting) for data analysis and interpretation for biodiversity, water quality, riparian 	ND	Ongoing
Multi-Resource Value Assessment (MRVA) IMER (Integrated Monitoring and Evaluation Reports)	<ul style="list-style-type: none"> ○ Complete round 2 of MRVA 1 reports for all TSA with sufficient data ○ Post all updated MRVA reports to SharePoint as ready ○ Update MRVA stewardship scoring methodologies and develop IMER methodology document 	ND, JF JF ND, JF, PB	Winter 2014 Fall/winter 2014
Continue to actively seek efficiencies and improvements in FREP activities at branch, regions, and district levels by seeking advice of field staff, RVTLs and others	Develop Improvement Plan and follow task accomplishments	Victoria FREP team	June 2014 Ongoing
Refine performance measures	<ul style="list-style-type: none"> ○ Define mandatory targets and designed flexibility ○ Provide ongoing advice and support re: budget and performance measure changes 	Victoria FREP team	Fall 2014
IMS support to field staff	<ul style="list-style-type: none"> ○ Ongoing support 	FB	Ongoing
Develop and begin implementation of FREP 5-Year Data Plan	<ul style="list-style-type: none"> ○ iPad hardware and apps mgmt/training ○ fillable pdfs for all values/training ○ SDM eform pilot ○ WQ eform pilot ○ Creation of access data bases for other values ○ Working with Mobile GIS group ○ Working with Data BC 	JF JF FB, SZ, SDM team FB, DM FB, JF, BE FB, JF, BE FB, JF, BE	Phase 1 – March 31, 2015 Ongoing Ongoing
Data QA	<ul style="list-style-type: none"> ○ Conduct a minimum of 6 QA site visits in 2014 ○ Validation/verification of one sample per value assessed in each district 	Trainers BE	Field season and fall
Training	<ul style="list-style-type: none"> ○ Develop and deliver 2014 training plan ○ Evaluate 2014 training – focus on improvements for 2015 	FB (RVTLs) FB (RVTLs)	Field season
Stand Development Monitoring	<ul style="list-style-type: none"> ○ SDM content for MRVA reports ○ TSA Summary Reports 	Frank Frank and Harry	Summer/fall 2014
Timber Monitoring Strategy	<ul style="list-style-type: none"> ○ Develop a timber value monitoring strategy and incorporate results into 	FB	Summer/fall 2014

	revised MRVAs and IMERs		
Multi-sector sampling methodologies	<ul style="list-style-type: none"> Documentation of non-forest sector sampling methodologies and pilot test in 2014 – complete for full implementation in 2015 	BE, DT, JF, ND, PB	March 31, 2015
Modify stratified random sampling approach to FREP	<ul style="list-style-type: none"> Develop risk ranking process to allow districts to stratify sampling to their highest priority areas 	ND, PB, consultant, PO	March 31, 2015
Field cards and protocols	<ul style="list-style-type: none"> Maintain inventory of field cards and ensure adequate supply Distribution of cards Coordinate updates 	FB	Ongoing
Industry engagement	<ul style="list-style-type: none"> On completion of FPB review of FREP, work with ABCFP, FP Board and industry associations to strengthen industry engagement 	PB	Fall/winter 2014
First Nations monitoring proposal	<ul style="list-style-type: none"> Prepare a proposal for First Nations to participate in FREP/NREP monitoring, including funding data collection and training 	PB with CHR team	Fall/winter 2014

<i>Strategic Theme – Clarity of Program Priorities</i>			
<i>Issue Description</i>	<i>Specific Tasks</i>	<i>Responsibility</i>	<i>Timeline</i>
FREP Strategic Plan	<ul style="list-style-type: none"> Review and Update the FREP Strategic Plan based if NRS Integrated Monitoring Framework approved. Include communication plan component (may include name and role change, mission statement change) 	PB, team	March 31, 2015