

# 2007/08 Forest and Range Evaluation Program Quality Management Annual Report

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## INTRODUCTION

This annual report summarizes all quality-related resources and activities for the Forest and Range Evaluation Program (FREP) for the fiscal year 2008 ending March 31, 2008. This report tracks the financial resources allocated and spent on quality management. The accomplishments for the fiscal year are also described. Based on the work plan and this annual report, the quality management team makes the recommendations for continuous improvement at the end of this report.



FREP Continuous Improvement Session 2008, Victoria, BC.



### The FREP Mission:

To be a world leader in resource stewardship monitoring and effectiveness evaluations; providing the science-based information needed for decision-making and continuous improvement of British Columbia's forest and range practices, policies and legislation.

<http://www.for.gov.bc.ca/hfp/frep/index.htm>

# RESOURCES ON QUALITY MANAGEMENT

The resources allocated to FREP quality management are presented in the table below. Projected resources for 2007/08 are estimated based on the current Quality Management Work Plan. Starting from the 2008 fiscal year, data management activities (data entry, validation, verification, cleaning and analysis) are assessed separately, in the data management report and will not be included as part of the quality management resource allocation.

	Projected 2007/08	Actual 2007/08
Training and Quality Management courses	\$5,000	\$2,000
Travel expenses for training	\$3,000	\$0
Books, manuals, and standards	\$1,500	\$0
QA site visits and data management (data entry, cleaning and verification)	\$35,000	This section is be tracked and accounted in the data management report
NQI level two application and site verification fee	\$9,000	\$13,500
Data quality solution for FREP IMS (methodology and technology)	\$10,000	\$0
<b>Total</b>	<b>\$64,500</b>	<b>\$15,500</b>

## TRAINING AND QUALITY MANAGEMENT COURSES

1. Root-Cause Analysis
2. NQI Quality Professional Training

These courses are attended by the QM Specialist.

An in-house process mapping course is also delivered to the FREP team members.

## BOOKS, MANUALS, AND STANDARDS

No new books, manuals or quality standards were purchased for the fiscal year. As a member of the NQI, we receive necessary instruction, criteria and quality standards. Future needs may arise when FREP publishes and compares benchmark quality indicators with other organizations around the world.

## QA SITE VISITS AND DATA MANAGEMENT (DATA ENTRY, CLEANING AND VERIFICATION)

We are separating the reporting on quality management and data management. Activities such as data entry, cleaning and verification are best accounted by the data management team. A future release of the data management report will have the details.

## NQI LEVEL TWO APPLICATION AND SITE VERIFICATION FEE

These are the fees associated with NQI level two application and its site verification. The fees cover NQI's review on our level two application, and the costs for the verification panel to travel to Victoria for the one day verification exercise.

## DATA QUALITY SOLUTION FOR FREP IMS (METHODOLOGY AND TECHNOLOGY)

Working with Dr. Marla Weston and Tom Fulton at IMG, the data quality project is progressing as scheduled. At the IMS release 3 (May 2008), we completed the protocol on running the data quality software (Certify). At release 4 (Oct 2008) we will have captured and tested all the business rules in Certify and run tests before and after the release. We see this data quality software giving us the ability to monitor data quality in real time. The software's structured method and management of business rules will give us regular reports, aiding to the NQI certification. Most of the work and expenditures will occur after the end of this fiscal. Hence the resources will be accounted next year.



*The FREP Annual Report is a regular publication of the **Forest and Range Evaluation Program** designed to inform stakeholders on program development and implementation, and report on the results of evaluation projects.*

# ACCOMPLISHMENTS

As we are going into the 4th year of the FREP program, quality management and the program management have progressed and several key accomplishments are described below.

FREP strategic plan and strategic themes with NQI criteria

In the area of strategic planning, FREP has aligned and integrated its strategic plan with those of NQI's quality drivers and criteria. As a result, six strategic themes are produced. They are:

1. Clarity of Priorities
2. Leadership
3. People Focus
4. Program Development and Implementation
5. Continuous Improvement and Critical Reflection
6. Communication, or Influencing Change through Collaboration and Information Sharing

NQI's quality driver and criteria are flexible in ways to accommodate each organizations' business and technical operations. Therefore, we are able to study NQI's criteria, government's priority, Ministry's Service Plan and stakeholders' feedback to produce a plan of our own. You can find the most recent strategic plan by clicking:

[http://www.for.gov.bc.ca/hfp/frep/site\\_files/library/FREP\\_5yr\\_Strategic\\_Plan\\_Sept2007.pdf](http://www.for.gov.bc.ca/hfp/frep/site_files/library/FREP_5yr_Strategic_Plan_Sept2007.pdf)

## NQI LEVEL TWO CERTIFICATION

The essence of NQI's level two certification is about the approach employed by the program in implementing quality criteria. In the level one application, FREP has demonstrated its commitment to quality. In level two, FREP has demonstrated the approaches we are taking in the following areas:

**Leadership** – FREP is a decentralized program. We focus on shared leadership that empowers the staff and experts. Our Chief Forester and ADM of Operations provide direction and executive support for the program. The Forest Practices Branch provides coordination and resources. The local leaders (e.g. regional and district staff) are the ones making the significant on-the-ground contribution to the program, whether it is data collection, communication with licensees, or partnership with First Nations and other resource agencies. We held a two-day strategic session and produced the five year strategic plan. Embedded in the plan is also the approach and deliverables to review and monitor the strategic plan.

**People Focus** – Because of the five year strategic plan, everyone involved in the program understood the

direction of the program. People are well recognized and awarded for their performances. The Chief Forester and ADM Operations Award of Excellence is an example for our people focus effort. FREP fully promotes transparency in the program. All documents are posted on the web. Through many surveys we solicited feedback from stakeholders. We have documented all the suggestions and innovative ideas that our people put forward. The overall program improvement plan keeps track of implementation and progress.

**Planning** – FREP has been very successful with its planning since adopting project management principles and best practices. FREP will continue with project management planning. Some of the key plans are; FREP work plan, FREP quality management work plan, communication plan, and the resource value delivery plan. The FREP improvement plan is based on the level two quality assessment. Until now, the improvement plan has kept all written comments from evaluations and surveys prioritized for monitoring and implementation. When reviewing the FREP strategic plan, the improvement plan will also be reviewed.

**Process Management** – when implementing level two criteria, FREP has identified and documented key business processes. These include the; Resource Stewardship Management conference call process (now known as Information Sharing conference call), web site management process, data management process, FREP listserv process, and numerous quality control protocols. However, we have only posted the key processes, that involves regional and district staff, on the web. The processes happening in the background or within the branch, are kept with the data management team. These processes are monitored to ensure effectiveness and efficiency. Every year, the team also reviews and updates these processes. If needed, in-depth root-cause analysis is used to investigate issues that require both corrective and preventive actions. If the processes require major changes, due to change of business requirements, the team will redesign the process.

**Supplier and Partnership Focus** – FREP has administered two contractor surveys so far, and plans to survey contractors every year. One purpose of the survey is to solicit feedback on contract management and overall opinion on the program. Another purpose is to discover new ideas to enhance the existing product or service level. The result of the survey is also debriefed as lesson learned with the contract management unit. Contract over \$50,000 are evaluated for performance and reported back

to the contract management unit. FREP, like all government agencies, adopts standard contract solicitation, awarding and general management practices, as defined by the Government's core policy manual on contract management. Processes of contract management are maintained for fairness, transparency and consistency. FREP also keeps good vendor relationship management. It is important to keep a cooperative culture between contractors to promote innovation and cost-saving.

**Client Focus** – FREP treats everyone involved in the program as clients. The role of contractors, staff, management, partnering agencies and other stakeholders are often overlapping and changing. For the branch staff, these groups of people and individual are all clients whom FREP supplies service to. Partnering agencies contribute resources to certain projects, but also expect the return of useful information and reports. FREP's approach to client focus, is to understand their needs and expectations; and work to meet them. Hence communication is very important. FREP has

maintained full transparency since the inception of the program. FREP will continue work to enhance communication so that we identify future needs of the stakeholders.

You can find the complete NQI applications and quality assessment results using this link: <http://www.for.gov.bc.ca/hfp/frep/qmgmt/index.htm>

## DATA QUALITY REPORT CARD AND TRENDING

The project to implement the data quality software, Certify, is still progressing. As of July 2008, the protocol to use Certify to analyze FREP IMS data quality is finalized. The next step is to present the protocol and its processes to the team leads and FREP IMS team, so that consensus is reached to move the project into the next phase. The scheduled programming will commence in September and the first analysis and associated tests will be conducted before and after Release 4.0 around October 30, 2008.

## DELIVERABLES AND EVALUATION

Task/ Project	Target	Actual Completion Date	Status/ Action Required	Continuous Improvement
1. NQI PEP level two certification	30/09/2007	16/10/2007	Certification obtained	Improvement plan are being implemented and monitored for progress
2. Quality management training	Ongoing	Training completed for 2008 fiscal	Process mapping training delivered in-house QM specialist completed the Root-Cause Analysis training	Other quality planning tools may be offered through out the year
3. Quality control protocols	Ongoing	Ongoing	QCP 1 - is updated to include checklist quality and scoring for Stand-level Biodiversity and Riparian.  QCP 4 – report review and approval are being updated to include components of peer review, report format, distribution, archiving and meta data system  QCP 6 – opinion survey guideline for FREP is published  QCP 2, 2A and 2B are data analysis guides for Stand-level Biodiversity and Riparian, they are being removed as they are team leads' responsibility, not the QMT  QCP 5 – quality indicator reporting is being revised again to meet NQI level three criteria and implementation of level four application	Completed and revised protocols are posted on FREP web site



Task/ Project	Target	Actual Completion Date	Status/ Action Required	Continuous Improvement
4. Improvement plan tracking system	01/07/2007 and ongoing	30/06/2007 and ongoing	Started the excel improvement plan tracking with the results of level two quality assessment. All the surveys, evaluations, and written comments are tracked in the improvement plan.	Not available
5. Quality Management promotion and buy-in	Ongoing	May 2008	First quality series newsletter themed "People Focus" is published.	More newsletters and updates to come to the FREP audience
6. Premier's Award application	18/10/2007	01/03/2008	Peter Bradford won the Leadership category of the 2008 Premier's Award of Excellence and Innovation	FREP to apply for Organizational category in the future
7. Data quality project with FREP IMS	25/10/2007 and ongoing	Ongoing	Data quality process documented  Data quality process presentation to team leads, FREP IMS team and data management team in Aug 2008  Actual programming and tests to be completed before and after Release 4.0 (Oct 2008)	Not applicable
8. 2007 QA site and data	28/12/2007	Ongoing	QA data entered in FREP IMS (tagged as target QA blocks). Some QA comments are being captured after Release 4.0	Team leads to define the exact use of QA data
9. 2007 FREP field cards, guides, and protocols	28/12/2007	Not applicable	These are being removed from quality management work plan. These are the responsibility of the team leads and the Data Management Coordinator	Not applicable
10. FREP checklist management	21/12/2007	Not applicable	These are being removed from quality management work plan. These are the responsibility of the team leads and the Data Management Coordinator	Not applicable

## QUALITY INDICATORS AND TREND

FREP embraces continuous improvement and project management. One way to keep track of successes and identify areas for improvement is to summarize the data yearly and present it in a very clear and easy-to-understand format. Adopting from NQI's best practices, the quality management team is designing a set of key indicators for all strategic themes. The indicators are data summarized from various surveys and evaluations, mainly the yearly quality assessment.

## CONTINUOUS IMPROVEMENT AND RECOMMENDATIONS

1. Continually promote the awareness and education of quality management. General quality management awareness should be available to the FREP participants and more in-depth education to core RSM people and to the new members of the Quality Management Team.
2. Focus on NQI level three application and level four criteria implementation.
3. Communicate and manage the FREP improvement plan using project management practices.