

FORESTS DEPARTMENT NORTHERN REGION
Objectives and Goals

- 1982/83 -

Internal Use Only

PREFACE

In March 1981 as a preface to the first edition of this booklet I wrote:

"Both management training and good sense tell us that any organization will perform more smoothly and happily if it has clear goals to aim at.

"The Northern Region of the F.D. is no different in this respect. Our organization is large (over 250 men and women) and widespread (Yanchep, Wanneroo, Como, Mundaring, Kelmscott, Jarrahdale, Dwellingup, Narrogin and Hamel). We need goals to provide us with a uniform sense of purpose, and with standards against which progress and achievements can be measured.

"Broad Departmental goals are spelt out in the General Working Plan. Regional goals derive from these, but have more local relevance, and will therefore be more clearly understood and applicable at the divisional and district level.

"This little booklet contains two major sections: Part 1 which deals with the overall regional objectives and Part 2 which lists specific goals for Regional Leaders in 1981. Both sections were jointly prepared and agreed to by senior Regional Staff. When the year is up, we will examine performances, and judge how well we matched up to the targets we set ourselves.

"I hope you will read this book, gain a better understanding from it as to how the Northern Region operates and what we all are aiming to achieve."

In March 1982 the Regional Group reviewed progress made during the preceding year. We were proud of a number of achievements, including:-

- Excellent progress with the safety programme;
- Improvements to Jarrah forest management following the dissemination of "Jarrah 81".
- A very successful fire season (with a special mention to Wanneroo)
- Sound financial management
- Further steps towards professional management of mining in State forest.

In each of these areas it was felt that the performance in the region (i.e., by personnel in the divisions and branches) matched the targets set up in 1981.

There are other areas where important gains are yet to be made. These include:-

- Operational planning and control systems;

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- public education and liaison;
- dieback management outside QT;
- pine silviculture and nutrition;
- Recreation management;
- training;
- landscape management.

In the following the objectives agreed to in 1981 are restated - these do not change from year to year. With each objective a series of goals for the coming year are set down, together with the name of the officer delegated to see that the goal is achieved. Goals have been rated in priority from one (highest priority) to five.

A copy of this screed will be sent to each officer in the region. This will give you the opportunity to think about the important issues and how you can contribute to the listed goals during the 1982/83 year.



R.J. UNDERWOOD
SUPERINTENDENT

July, 1982

PART 1 : OBJECTIVES AND GOALS

1.1 Departmental Objective: Conservation

Our overall aim is to achieve the Departmental objective, which is "the conservation, through planned use and management, of forest land and resources for the greatest long term social and economic benefit".

1.2 Regional Objective

The role of the Regional Group is to determine management strategies for each activity in the region, so as to provide co-ordinated direction for the achievement of Departmental objectives by divisions.

Where necessary, management strategies will be presented in the form of Regional Plans. These will take account of:-

- Departmental objectives, policies and strategies
- Land use objectives
- Site capability and potential
- Protection requirements
- Co-ordination with other regions and authorities
- Availability of finance
- Good personnel management practices.

Responsibility for implementing Departmental policy rests with the Regional Superintendent and with the divisional Officer in Charge. The roles of Regional Leaders and specialist staff is to provide professional/technical expertise in setting and checking standards and assisting to co-ordinate and implement works programmes.

The role of field staff in divisions is to plan, direct and control the work in the forest in conformity with the standards which have been laid down.

1.3 Resources

The forest resources of the northern region are water, timber, flora and fauna, minerals, recreational and scientific/educational values and the physical environment of soil and air.

Factors which threaten the long-term conservation of these resources are fire, disease, alienation of land, and uses which permanently destroy the productive capacity of the forest.

The specific land, resource and protection objectives are:

1.4 Land Management

1.4.1 Objective

To increase wherever possible the area of State forest in the region.

1982/3 Goals

(i) To prepare a plan for each division showing "other lands" which should be considered for inclusion in State forest.

Responsibility : Divisional O.I.C.s

Priority : 3

(ii) To consolidate and review divisional submissions for transmission to S.H.Q. with specific recommendations.

Responsibility : R/L Planning

Priority : 3.

1.4.2

Objective

To oppose or restrict the alienation of State forest or its further use for public or private utilities which result in loss of forest values.

1982 Goals

Apply the objective whenever necessary.

Responsibility : Regional Inspector and Divisional O.I.C.

Priority : 1 (as required).

1.4.3

Objective

To promote multiple-use of the forest, through a system of land zoning and allocation of management priorities.

1982 Goals

(i) Complete the management plans for Dryandra and Julimar.

(ii) Resolve requirements for Swan Coastal plain LUMP.

Responsibility : R/L Planning

Priority : 2

1.4.4

Objective

To consolidate State forest by beneficial land exchanges.

1982 Goals

Develop a plan for each division showing potential land exchanges which will benefit the forest estate and facilitate management.

Responsibility : Regional Inspector and Divisional O.I.C.

Priority: 4.

1.5 Resource Management

1.5.1 Water

Objective: to manage State forest water catchments so as to maintain or enhance water quality and quantity, to standards acceptable to the Water Authorities.

1982 Goals: (i) To clearly identify areas in the forest where the objective is not being met (emphasis: water quality).

(ii) To develop remedial management where necessary.

Responsibility: R/L Hardwood forests

Priority : 2.

1.5.2 Timber

Objective: to ensure that timber is grown and harvested, in accordance with land management objectives, Departmental commitments and so as to maximise utilization without adverse effect on the environment.

1982 Goals

Hardwood forests

- (i) Implement the full provisions of "J81" on all hardwood operations.
- (ii) Meet stockpiling targets at all mills.
- (iii) Wrap up the Quarantine logging trial at Dwellingup and commence planning a new one.
- (iv) Reintroduce jarrah thinning based on priorities developed from SQ, stand structure, Diebackfree and Mining maps/plans.
- (v) Improve systems for handling minor produce salvage, based on forest improvement and hygiene.

Responsibility: R/L Hardwood forests

Priority : 1.

Softwood forests

- (i) Plant 500ha of P. pinaster at Wanneroo.

- (ii) Review silvicultural and nutritional status of all softwood stands in the region and prescribe remedial treatment as required, or abandonment and elimination.
- (iii) Complete the Softwood Logging plan to cover next 4 years operations.
- (iv) Produce good healthy plants to order from regional nurseries.
- (v) Assist divisions to prepare accurate and relevant softwood Estimates and Works programmes.

Responsibility: R/L Softwood forests

Priority : 1

1.5.3 Flora and Fauna

Objective: to take account of the need for habitat conservation when planning all forest activities.

1982 Goals

- (i) To prepare management plans for all the F, F & L MPAs in region.
- (ii) To liaise with research branch for review of implications to F & F in all management prescriptions.

Responsibility: R/L Planning

Priority : 4.

1.5.4 Recreation

Objective: to plan and manage recreational uses of the forest, consistent with demand, site potential and the need to protect the forest environment.

1982 Goals

- (i) To complete the Regional Framework plan, disseminate to divisional staff and train them in its use and implementation.

Responsibility: R/L Recreation.

- (ii) To prepare Divisional recreation plans for each Division and commence implementation.

Responsibility: O.I.C.s.

- (iii) To upgrade site management in the forest to conform with prescriptions in the Recreation Manual.

Responsibility: O.I.C.s

Priority : 1

1.5.5 Science and Education

Objective: to establish, plan and manage specific areas of forest for the purposes of education and scientific study.

(i) Prepare management plans for Scientific MPAs.

Responsibility: Research Branch.

(ii) Develop the Demonstration Forest Tour at Dwellingup.

(iii) Establish firm bonds between F.D. office and local primary schools in each division.

Responsibility: Divisions

Priority : 3.

1.5.6 Minerals

Objectives

(1) Bauxite: to guide mining to areas of least conflict with other forest values.

(2) Other (e.g. gravel): to supply gravel etc. on S.F. only where reasonable alternative supplies are not available and only if dieback spread does not result.

(3) For all mined areas: to rehabilitate mined areas to best suit designated land use priorities.

1982 Goals

(i) Prepare a manual for Gravel Pit Management and Rehabilitation in the forest.

Responsibility: R/L Hardwood forest.

(ii) Survey all old pits in each division and prescribe rehabilitation.

Responsibility: Divisions.

Priority : 2.

1.6 Protection1.6.1 Fire

Objective: to protect forest and associated community values from serious damage by fire.

1982/3 Goals

- (i) Complete the Regional Protection Plan.
- (ii) Prepare townsite protection plans for Dwellingup, Jarrahdale, Mundaring Weir, Dryandra and Gnangara.
- (iii) Develop Fire Interagency agreements with Worsley, M.W.A. and P.W.D.
- (iv) Organize a Fire Gang competition with emphasis on manual suppression and mop-up.

Responsibility: R/L Hardwood forests, S.F.C.F. and Divisions.

Priority : 2.

1.6.2 Dieback

Objective: to minimise the effect of dieback on the forest, through (i) good hygiene practice; (ii) maintenance of a productive and vigorous forest, and (iii) rehabilitation of dieback areas.

1982/3 Goals

- (i) Organize training programmes and provide staff to ensure good DB maps are prepared in advance of all operations.
- (ii) Review access within Quarantine as Diebackfree maps become available.
- (iii) Upgrade nursery hygiene.
- (iv) Revise F.I.R.S. Prescriptions and priorities in the light of research developments.
- (v) Investigate techniques and funding for Banksia eradication in association with thinning high SQ Diebackfree stands.
- (vi) Review F.D. activities and where necessary upgrade hygiene.

Responsibility: R/L Hardwood forests

Priority : 1.

1.6.3 Landscape

Objective: to enhance and preserve the beauty of forest landscapes in particular those landscapes adjoining roads, streams, townsites, and recreation areas.

1982/3 Goals

- (i) Complete the Albany Highway Corridor plan and commence to implement.
- (ii) Prepare similar landscape plans for the Brookton Highway, Kalamunda - Mundaring Road and Gnangara Road corridors.

Responsibility: Divisional O.I.C.s

Priority : 4.

1.6.4 The Physical Environment

Objective: to ensure that land use or management has no deleterious effects on the soils, air and waters of the forest, and in particular to prevent pollution of water catchments and of airspace over Perth metropolitan area.

1982/3 Goals

Consider this objective in operational prescriptions as necessary.

Responsibility: All staff.

1.7 Forestry Practice1.7.1 Planning and Control

Objective: to ensure that forestry operations in the region at every level are in accordance with approved forward plans and programmes; and to ensure that control systems are an integral part of every plan.

1982/3 Goals

- (i) To complete the pilot management plan for Wandoo forest.
- (ii) To have an operational H.O.C.S. subsystem.
- (iii) To introduce a new format for hardwood logging planning involving resource, operational and industry personnel.

Responsibility: R/L Planning.

Priority: 1.

1.7.2 Safety

Objective: To promote and maintain a safe working climate in the region.

1982/3 Goals: to build a system where

- (i) All personnel are committed to working safely;
- (ii) Every job is preplanned to ensure hazards are identified and personnel are prepared to deal with them;
- (iii) The safety programme is a success because all those involved want it to be so; and
- (iv) Men and women of the region do not suffer injury on the job.

Responsibility: All Staff

Priority : 1

1.7.3 Protectability

Objective: to ensure that management plans account for the present and future protection of the forest and the community from destruction by fire or disease.

1982/3 Goal: consider protectability in all plans.

1.7.4. Finance

Objective: to maintain effective financial management to ensure that budgets reflect management goals and that expenditures match approved budgets.

1982/3 Goals:

- (i) To achieve the excellence of 1981/2 results.
- (ii) Provide divisions and Branches with regular assistance and advice through visits by S.F.A.

Responsibility: Regional Inspector

Priority : 1

1.7.5 Staff and Personnel

Objective: to provide staff/personnel with goals and objectives; to give them the opportunity and the resources to achieve them; to provide feedback on performances; to help, guide, train and encourage at all times, at every level.

1982/3 Goals:

- (i) To arrange an appraisal discussion with each subordinate officer.

Responsibility: All staff as necessary.

(ii) To support the New Age Thinking programme and promote adoption of the key points.

Responsibility: Regional Superintendent

(iii) To survey staff workloads and programming in divisions with the aim of equalising work and experience as far as possible.

Responsibility: Regional Inspector

Priority: 1

1.7.6 Public Relations

Objective: to promote improved understanding in the public of the roles and activities of the Forests Department; to deal efficiently and courteously with members of the public and forest neighbours at every point of contact.

Responsibility: All staff

Priority : 1 (as required)

1.7.7 Liaison

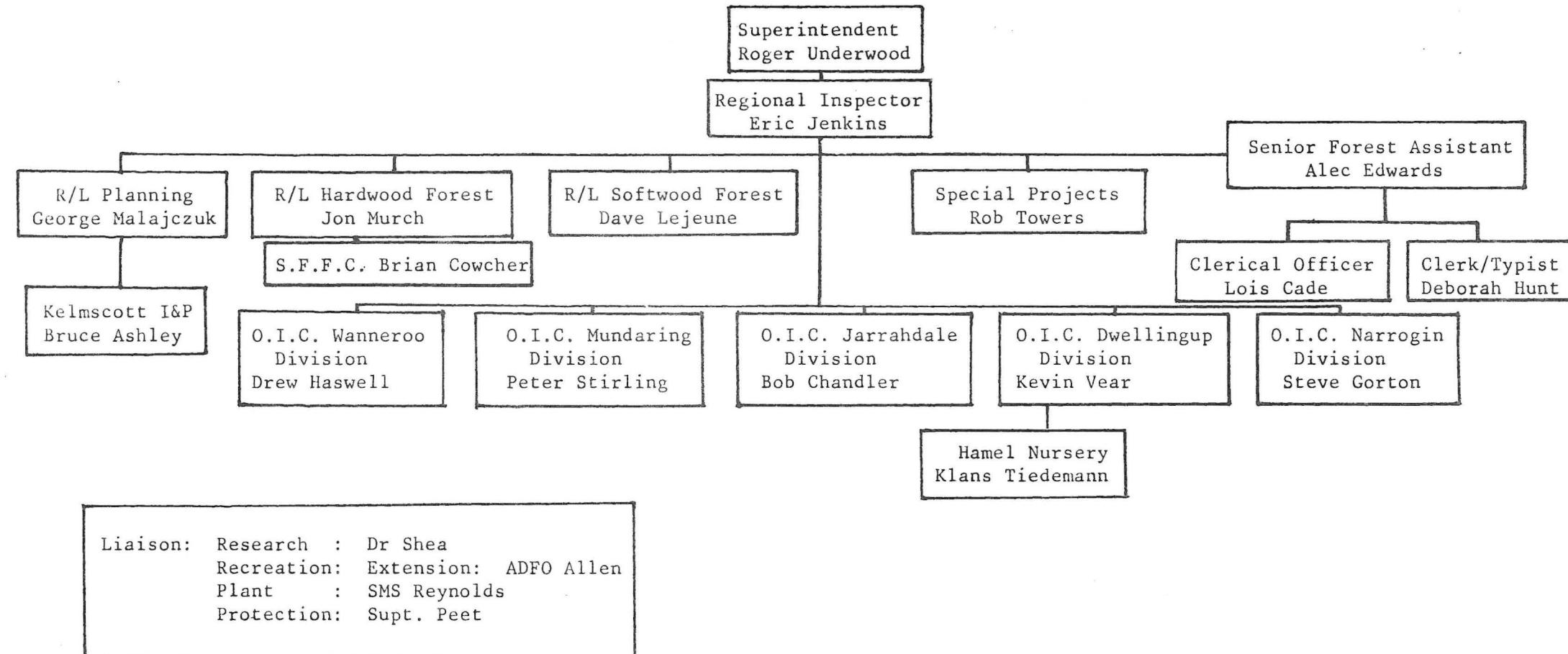
Objective: to liaise and co-operate with other regions and specialist branches of the Department and with outside authorities so as to ensure techniques are updated, resource use is optimised and management aims integrated.

Responsibility: All staff

Priority : 1 (as required)

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APPENDIX I: NORTHERN REGION STRUCTURE (JULY, 1982)



APPENDIX II

NORTHERN REGION PORTFOLIOS (JULY, 1982)

Mr Jenkins

Divisional administration
Staff
Plant vehicles, workshops and buildings
Finance
Land
Recreation
Safety

Mr Murch

Hardwood forest utilization and protection
Mining Operations
Softwood fire control

Mr Lejeune

Softwood establishment, tending and utilization
Nurseries

Dr. Malajczuk

Planning and inventory
Economic studies

Mr Towers (until October 1982 only)

H.O.C.S.
Jarrah forest S.Q. mapping
Silvicultural prescriptions for minesite stands.

APPENDIX III

"THE 5-POINT TEST"

As a rapid check to see whether any forest operation planned within the Northern Region conforms with the management objectives, apply the "5-point test" as follows:

1. Is it safe?
2. Does it defend the dieback-free forest from dieback infection?
3. Will it improve forest productivity?
4. Will it enhance our public image?
5. Can it be financed within the approved budget?

If you can answer "yes" to each test, there will be no clash with regional goals. If a "no" answer crops up, then some aspect of the operation does not conform to the ideal, and a review by senior staff is required.

APPENDIX IV

KEY POINTS OF NEW AGE THINKING

We can improve our level of achievement and happiness both on and off the job by attention to these precepts:-

1. Develop a vision, a clear and vivid image of how you would like things to be.
2. Maintain high self-esteem as an individual and as a team. Develop the self-image of excellence through positive, constructive and balanced self-talk and affirmation.
3. Don't "get used to the blemish" Set the highest standards and insist these are maintained. Never accept mediocrity when excellence is possible.
4. Be accountable.
5. Be resilient: Don't give up if you don't reach the goal first time. An attitude of mental toughness makes winners.