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MANAGEMENT OBJECTIVES FOR THE NORTHERN REGION

MARCH 1981

MANAGEMENT OBJECTIVES

FOR

THE NORTHERN REGION

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PREFACE

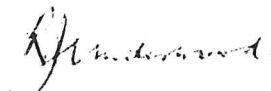
Both management training and good sense tell us that any organization will perform more smoothly and happily if it has clear goals to aim at.

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 hopefully 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.


R.J. UNDERWOOD
SUPERINTENDENT

PART 1 : GOALS & OBJECTIVES

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

"To determine management strategies for each activity in the region, so as to provide coordinated direction for the achievement of Departmental objectives by divisions.

Management strategies will be presented in the form of Regional Framework Plans. These will take account of :-

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

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 Objectives

- 1.4.1 To increase wherever possible the area of State forest in the region.
- 1.4.2 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.

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

1.4.4 To consolidate State forest by beneficial land exchanges.

1.5 Resource Management Objectives

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

1.5.2 Timber : 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.

1.5.3 Flora & Fauna : to take account of the need for habitat conservation when planning all forest activities.

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

1.5.5 Science/Education : to establish, plan and manage specific areas of forest for the purposes of education and scientific study.

1.5.6 Minerals

(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.

1.6 Protection Objectives

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

1.6.2 Dieback : 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.

- 1.6.3 Landscape : to enhance and preserve the natural beauty of forest landscapes in particular those landscapes adjoining roads, streams, townsites, and recreation areas.
- 1.6.4 The Physical environment : 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.

1.7 Forestry Practice Objectives

- 1.7.1 Planning & Control : 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.
- 1.7.2 Safety : to maintain a vigorous accident prevention programme based on the systems approach and the premise that the prevention of injuries and accidents is given top priority in planning and implementing all forestry work.
- 1.7.3 Protectability : to ensure that management plans account for the present and future protection of the forest and the community from destruction by fire or disease.
- 1.7.4 Finance : to maintain effective financial management to ensure that budgets reflect management goals and that expenditures match approved budgets.
- 1.7.5 Staff/Personnel : 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.
- 1.7.6 Public Relations : 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.
- 1.7.7 Liaison : to liaise and cooperate 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.

PART 2 : SPECIFIC GOALS FOR 1981

2.1 Staff and Personnel

2.1.1 Responsibility : Mr. Underwood

2.1.2 Goals :

- (1) Supt. and R/Ls to meet all personnel, to discuss Regional goals and programmes and provide opportunities for discussion on problems and needs.
- (2) Regional Inspector to visit divisions monthly to provide DFOs with administrative and managerial guidance and training.
- (3) Regional Leaders to visit divisions monthly to provide specialist assistance and to monitor standards of operations.
- (4) Officers-in-charge at each level to undertake an annual appraisal with each of their staff (including O/S) for the purpose of reaching agreement on goals and discussing progress and problems.
- (5) Regional Leaders will identify training needs within their portfolios and arrange training programmes as required.

2.2 Safety

2.2.1 Responsibility : Equally shared by all Regional Staff, but solely with the OIC for divisions and sections.

2.2.2 Goal

To improve the Safety/Management system in the region so as to reduce the number of accidents and injuries.

The aim is a zero F.R. in the region by November, 1981, with the interim goal of an accident-free month in the region for each succeeding month from January, 1981.

2.3 Planning

2.3.1 Responsibility : Mr. Ashcroft

2.3.2 Goals :

- (1) To complete the LUMPs for Coastal Plain and Dryandra.
- (2) To complete the N/Region hardwood integrated logging plans.
- ~~(3) To develop and instigate a H.O.C. system for operational planning, control and record keeping.~~
- (4) To develop the system of Regional Framework Plans which link corporate strategies to operational prescriptions.
- (5) To train regional and divisional staff to understand and make best use of plans and control systems.

2.4 Operations

2.4.1 Responsibility : Mr. Murch

2.4.2 Goals

- (1) To establish standards and implement prescriptions for improved dieback management in the western jarrah forest, particularly with respect to logging operations.
- (2) To monitor and if necessary develop modifications for the F.I.R.S. and Mine Rehabilitation prescriptions as implemented by divisions.
- (3) To develop prescriptions for the protection and tending of post-FIRS and post-Rehab stands.
- (4) To develop improved prescriptions for silvicultural practices in the northern jarrah forest, particularly with respect to integrating the complexities of land use, dieback status, stand structure and site.
- (5) To review master plans and fuel age plans so as to identify areas of highest risk and value and draw up programmes to ensure maximum protection for these areas.

- (6) To review fire control skills and preparedness in each division; to identify deficiencies and carry out training to overcome them. Particular emphasis to be on : detection system, despatch and action plans, techniques of fire attack and mop-up.

2.5 Administration

2.5.1 Responsibility : Mr. Jenkins

2.5.2 Goals

- (1) To ensure management of manpower numbers, purchases and works programmes to ensure overall regional expenditure is contained within approved budgets.
- (2) To ensure that divisions develop efficient means of programming employee, machinery and contract work, particularly in the areas of recreation and roading.
- (3) To continue to monitor staff workloads and structure in divisions and to resolve imbalances when possible.
- (4) To assist with policy development in areas crucial for divisional management - e.g., gravel, minor forest produce, housing - and to assist wherever possible with the completion of the Foresters Manual.
- (5) To ensure the preparation and implementation of Recreation Plans in Divisions, in accordance with strategies outlined in the Regional Framework Plan.
- (6) To prepare the regional estimates for 1981/82 based on agreed objectives and in accordance with Departmental and Treasury constraints, and to monitor conformity with Estimates during the year.

2.6 Timber Production

2.6.1 Responsibility : Mr. Lejeune

2.6.2 Goals

- (1) To ensure that 500 ha. of pine are planted.
- (2) To inspect plantations to check standards of silvicultural maintenance, to draw up remedial programmes where standards have not been met.

- (3) Coordinate the silvicultural, environmental and marketing requirements of timber harvesting.
- (4) To plan and supervise harvesting operations so that contractual obligations are met, but costs and accidents are minimised.
- (5) To regulate the hardwood cut to within the limits imposed by the GWP for each permit and licence.
- (6) To carry out regular "permit inspections" of operations to see that the resource is not being wasted and that prescribed hygiene and conservation measures are observed.
- (7) To ensure that the Dwellingup F.D. sawmill runs safely, and in accordance with orders and dieback hygiene rules.
- (8) To oversee the regional nursery and seed collection programme to ensure that targets of quantity, quality and hygiene of plants and seeds are met.
- (9) Liaise with Research Branch over utilization options for small jarrah logs.

2.7 Research

2.7.1 Responsibility : Dr. Shea

2.7.2 Major projects/goals :

Dieback

- (1) Document host factors determining relative susceptibility of jarrah.
- (2) Conclude studies on environmental and microbiological factors effecting sporangial production.
- (3) Determine effect of year to year climatic variations on disease intensity (will we return to periods when there is mass collapse of jarrah).
- (4) Continue studies to determine basis for site induced variations in disease susceptibility.
- (5) Conclude studies on potential of legumes to reduce disease.
- (6) Continue monitoring of soil propagule density over time.
- (7) Major write up of data.

Rehabilitation

- (1) Conclude evaluation of methods for determining hydrological effect of different tree species.
- (2) Monitor and maintain existing tree planting trials.
- (3) Major write up of previous work.

Hydrology

- (1) Initiate major trial to test effect of thinning and water production.
- (2) Integrate silvicultural data with hydrological data.
- (3) Integrate proposed hydrological treatments with utilization. E.G. Determine quantity and size of logs which will have to be utilised in treated areas.
- (4) Assess environmental effects of proposed treatments.
- (5) Major write up of previous experiments.

Fire Ecology

- (1) Continue assessments of fire effects on legumes.
- (2) Evaluate fire effects on
 - a) tree damage
 - b) tree growth
 - c) flora
- (3) Develop in cooperation with Protection Branch fire management plans with land use objectives.

Silviculture

- (1) Summarise existing data and remeasure all relevant silvicultural plots (e.g. coppice thinning trials Mundaring).
- (2) Link silvicultural treatments with land use.

Utilization

Prove that we can use small jarrah logs for veneer (20,000 cubic metres a year for veneer production by 1983).

APPENDIX I

"THE 5-POINT TEST"

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

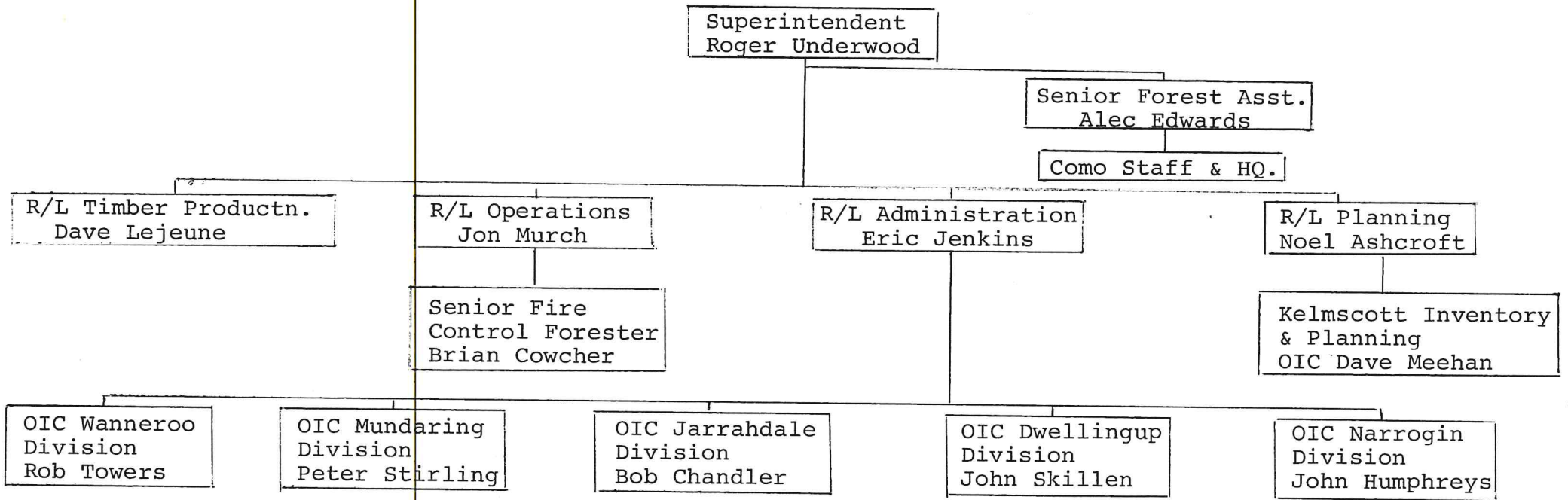
1. ~~Is it safe?~~
2. Does it defend the dieback-free forest from dieback infection?
3. Will it improve forest productivity?
4. Will it enhance our public image?
5. Can it be financed within the approved budget?

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 II

THE NORTHERN REGION - STRUCTURE AND PORTFOLIOS

(as at March 1981)



N.B.: Dwellingup, Wanneroo and Como Research Stations come under the authority of Superintendent McKinnell, but liaise closely with Northern Region in the provision of expertise and technical advice.

Summary of Portfolios

1. Supt. Underwood : Leadership and direction of the region according to Departmental Policies.

2. Inspector Jenkins

Staff
Industrial Relations
Safety, health and welfare
Extensions and P/R
Recreation
Training
Houses, Buildings, Rents
Finance
Plant and Workshops
Land
Divisional Administration

3. Inspector Ashcroft

Land Use plans
Regional Framework plans
Logging plans
Mining plans
Administration of Kelmscott I & P
Promotional Exams Committee

4. DFO Murch

Disease management
Fire Control
Mining Operations and Rehabilitation
Catchment protection and rehabilitation
Amphion-Taree Trial in Quarantine
Feral pig control

5. Inspector Lejeune

Softwood establishment, tending and harvesting
Hardwood trade operations
Nurseries and seed
Dwellingup sawmill

6. Inspector Shea

(Under the direction of Supt. McKinnell)

Wanneroo, Como and Dwellingup Research Stations
Research programmes and priorities
Research/technical adviser to Regional staff.