

FOREST PRODUCTS COMMISSION

PLANNING WORKSHOP

February 16th, 2000

RECORD OF IDEAS GENERATED

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VALUES

(Prioritised -- numbers indicate votes given for each value)

Priority	Topic	Voting Score
1	Behave with honesty and integrity; Credibility, openness, honesty in dealings, transparency; Relationships with others – open, honest (plus ethics)	24+5 = 29
2	Commercial astuteness	25
3	Open and accountable; Behave with openness; Transparency	15
4	Embrace and facilitate community involvement	14
5	Environmentally responsible	13
5	Recognise people are its primary asset; Motivated, talented workforce; Beliefs/culture; Believe in mission; Shared vision	13
7	Empower workforce to be excellent	12
8	Committed to excellence	8
9	Belief in product	6
10	Credibility	5
10	Behave with respect	5
12	Quality business management/quality information management	3
12	Demonstrate teamwork	3
14	Demonstrate creativity and innovation/Innovative	2
14	Safe work environment for employees	2
14	Demonstrate leadership/Leadership in relation to current and future developments	2
17	Demonstrate a results orientation	1
	Trust and goodwill (how to foster this?)	
	Diligence	
	Good corporate citizen	
	Listening organisation	
	Behave with loyalty	
	Behave with commitment	
	Adhere to competitive principles	
	Keep own commitments	
	Available	
	Equity	
	Reliable	

The second point of 'commercial astuteness' was clarified and the following offered:

- awareness of commercial as distinct from technical issues
- preparedness to match the commercial interests of others and statutory requirements
- gives the organisation credibility and acceptance

GUIDING PRINCIPLES

(Prioritised -- numbers indicate votes given for each guiding principle)

Priority	Topic	Voting Score
1	Conform with legal environmental requirements; Comply with all legals and codes of practice; State Agreement Acts; Operate within the Acts	25
2	Strong commercial orientation; Profit is primary (without profit, industry is not sustainable = no jobs!); Profit is not a dirty word; Focus on cost of outputs; Minimise cost of business (both FPC and DC); Provide quality business management, sound commercial and information support systems	22
3	Operate in accord with ESFM; Perform operations in an ecologically sustainable manner; ESFM in native forest; Principle of sustainable conservation; Meet the needs of the present without compromising the ability of future generations to meet their own needs; Manage for long-term benefits to future generations; Operate on a scientifically credible basis; In balance with other forest uses; Prevent overcutting; Sustainable development	19
4	Accountability; Be responsible and accountable	18
5	Risk management; Protect asset and manage risk; Manage risks (eg. through EMS)	16
6	Be receptive and responsive to the community; To undertake community services as required and funded by Government; Provide benefits to the community; Respect relationships; Consultation; Good communication with the public	12
7	Develop and maintain internationally competitive industry	8
7	Implement Government policy as directed by Minister; Role of public service in Westminster system	8
7	Strive for excellence	8
10	Maximise the public benefit of the use of the public resource; Optimise the socio-economic benefits from Government pricing of forest products	6
11	Have a customer focus; Customer service and I.D. customers	3
12	Use adaptive management processes	2
12	Ensure public perception of independence of DC from FPC	2
	Need to adopt greenhouse principles, eg. carbon sequestration	
	Independent audits	
	Self-audit performance	
	Promote diversity	

MAJOR OUTPUTS

(Prioritised -- numbers indicate votes given for each major output)

Priority	Topic	Voting Score
1	Facilitate industry competitiveness; Compare costs for competitive products (measurement of output)	31
2	Achieve a viable commercial environment to enable growth in the forest products industry; Extent of value adding; Provide accurate information base to help market the products and services of the forest products and commercial forest programs; New products or industries developed/fostered (eg. arid timber sandalwood); Development of timber industry; Confidence in industry for investment Measurements of output: \$ value of investment; Surveys of market outlook; \$ value of industry	25
2	Return on assets (profit); Financial return to the State; Earn the best return to State from timber; \$ sold; Financial viability; In accordance with contracts Measurement of output: \$ return/profit	25
4	Quantity of forest products delivered; Quality of products; Volume; Timber; Supply of wood to industry; Delivery of forest products and value Measurement of output: Volume of timber, and \$ value	22
4	Level of community support; Trust and respect of the community for performing a vital role; Community acceptance; Public trust and confidence in integrity and effectiveness of FPC; Government support; Produce quality integrated harvest and business plans that have broad community consensus; Provision of accurate timely information and education materials for the benefit of the community, industry and stakeholders Measurement of output: Surveys; Survey Government members	22
6	Facilitate increasing employment in timber processing industry; Level of investment and employment in industry; Regional employment Measurement of output: Numbers employed in all industry sectors; Numbers employed in SW towns and regional centres; Multiplier benefits of regional employment	21
7	Community service obligation delivered eg. fire, landcare benefits	17
8	Achieve forest/environmental objectives; Extent and success of regeneration; Audits of ecological harvesting; Losses by fire or disease etc	12
	Continuously improve our services through the provision of sound advice and information	
	Contented staff; Staff turnover and sick days (measurement of output)	
	Demonstrate the link between consumption and production	

KEY SUCCESS FACTORS

(Prioritised -- numbers indicate votes given for each key success factor)

Priority	Topic	Voting Score
1	Public and government support; Win over the "light greens"; Media lose interest in protestor activities; Informed and supportive public; Gain community support; Develop community trust; A supportive public; Community acceptance; Success is a long-term view for the industry by community; Reduction of forestry as a political issue; Political support; Will survive three terms of Government; Service to Minister and Government; Effective contributor to national and international forums related to policies affecting forest products	37
2	Increased downstream manufacturing (value adding) in WA; Restructuring of forest industry -- steps in value-adding, diversification	36
3	FPC sustainably supplies forest products to the community; Sound commercial practices; Commercial focus; Increased \$ revenue created by industry for WA	25
4	All outputs from forests should be measured/reported on credible basis; Burden of compliance met; Develop principles that are transparent and auditable that govern operations; Clear audit reports -- financial and management; Clear environmental audit	18
5	Provide best possible customer service to our customers; Level of industry support; Service to industry; Profitable forest products industry	13
5	Educating the community about ESFM; Area loss of production forest, area of reserves	13
7	Leadership and vision	5
7	Viable industry and high employment; Success if minimal regional unemployment; Expanded employment opportunities in the industry; Manage State's resources for the benefit of WA community; Government perspective that the industry contributes to stable rural communities	5
9	An adequate level of fire protection and forest regeneration of the forest/plantation resources	3
10	Government decisions on forest management are based on scientific/logical information rather than on just emotional arguments; Integrate scientific, social, economic and ethical considerations in decision making; Sound science to underpin forest utilisation and management; Management that fosters creativity, focuses on results, incorporates scientific information and requires accountability at all levels	1
	Develop key indicators -- refer B.U. plans, Annual Report	
	Meet demand within public constraints	
	Meet demand within Government constraints	
	Staff morale	
	Productive working relationship with DC; Success achieved	

	through strategic partnerships; Effective working relationships with other stakeholders	
	Survival and integrity	
	Environmental contribution	
	Social and regional contribution	

PRIMARY TASK

(Not prioritised)

<p>Regenerate the forest Establish new resources Regenerate within EFSM principles areas of SF subject to harvest Regenerate resource when harvested Research on silviculture and regeneration</p>
Regulatory framework for industry
<p>Administer and manage the harvest/sale of forest products and manage plantations Produce and sell products</p>
Facilitate Government forest industry policy
Develop the State's timber resources
Contribute to a forest management plan accepted by the community
<p>Harvest and supply forest products to forest products industry Harvest and sell forest products Sell the State's timber resources for the best benefit Contracts of sale and harvesting</p>
<p>Educate public about forest products industry Direct PR to develop community support Public information system Community education information</p>
<p>Protect and exploit intellectual property Promote and market forest products Realise commercial value of forest products assets Manage the T.I. Role is to manage forest production Establish markets in partnerships Advocate for forest products industry and EFSM Promote a viable forest products industry Improved utilisation and value-adding Economically sustainable timber industry Facilitate development of an internationally competitive forest products industry in WA "Steer" industry in an agreed direction Promote employment and development of forest product industries</p>
<p>Requirement to provide for an adequate level of fire protection and fire management resources FPC must have a contributory role in providing for a fire protection capacity in and around the forest resources Fire protection strategies and capability</p>
Manage protests
Manage disease, weeds and feral animals
<p>Procedures for operation -- MOUs Structure, roles and responsibilities</p>
Need to provide for salinity/environmental concerns
Provide advice and information to T.I.
Market research and promotion
Arranges and utilises R&D for the benefit of industry development and employment

R&D to support primary task Timber technology research and development Application of new technology
Promote ESFMP within production forests To facilitate the harvesting of timber at predetermined levels within an ESFM framework

THE ORGANISATION

How do we explain the organisation?

- Primary industry
- Environmentally friendly
- Fostering an industry based on renewable resource
- FPC provides your demand for forest products in a sustainable manner
- Primary tasks

What the organisation should look like

- Responsible
- Professional
- Responsive
- Efficient
- Worthwhile
- Knows how to do business
- Size sufficient to deliver outcomes
- Flat structured -- mostly comprising managerial, financial and marketing personnel, relatively few field staff
- Provider of service to community
- Businesslike
- Diverse
- Supported by the community
- FPC staff feel valued by organisation and community
- Appealing to investors
- Clear identity (logo, offices)
- Regionalised
- People want to work there
- Small regionally diverse groups
- Policy, Economic analysis, Industry development, R&D, Operations, Education, and Admin
- Must be appropriately staffed
- Reliant on outsourcing for admin, research, fire services
- Structure to meet stated goals/tasks
- Compassionate
- Dynamic
- Distanced from Government
- Lean and mean
- Out there doing it
- Good corporate citizen
- Plans
- Progressive

- Enlightened
- In tune with developments in technology
- Innovative
- Strategic pervue (/)
- Challenging
- Exciting/enjoyable
- Commercially astute

What will it be like to work there?

- Challenging
- Satisfying
- Stimulating
- Sense of productiveness, efficiency and financial rewards
- Exciting
- Enjoyable
- Clear direction
- Success is celebrated
- Staff must be able to feel pride in the FPC
- People are helped to grow/personal development
- One big team
- Sense of purpose
- Job satisfaction
- Work with motivated, committed and productive people -- ensuring we have competent, productive leadership and management
- Rewards for employees
- Cloud of community and political opposition

What's important

- Professionalism
- Staff satisfaction and morale
- Good infrastructure and facilities and location
- Adequate funding
- Good communications
- Cohesion and confidence in each other
- Sense of direction
- People
- An "Implement -- Plan -- Do it" loop
- A successful FPC needs skills/experience in marketing, economics and forestry

KEY ISSUES

- Ensure the FPC's operational effectiveness
- Trust of industry and community
- Environment that encourages investment
- Drawing the line in planning Department of Conservation and FPC
- How to provide support services to 2 organisations -- duplication, MOUs
- Internal challenges:
 - Monopoly = customer service behaviours
 - Accrediting our systems 1801400
- Commitment and accountability
- FPC has key responsibility for ensuring long-term fire protection of commercial forests and plantations
- Strategic view
- Who General Manager/CEO is -- background and skills
- Composition of Commission/Commissioners
- Needs firewalls around it to get it going
- Maximum extraction vs silvic future forest
- Doesn't know how to do business yet
- Threat of takeover from other agencies
- External view: what's changed
- Internal tension: Government expectation of FPC vs. commercial activities
- Separation of DC and FPC office accommodation will severely restrict capacity to utilise skilled fire staff in FPC on fire tasks

OUTSIDE ISSUES

- Political climate/State and Federal political struggles/process
- Commonwealth and National agendas
- Need a brand recognised
- Forest Management certification
- Timber certification
- Movements in timber markets
- Economic climate
- Effect on dependent communities
- Forest protests
- Values about forests affecting harvest
- More concise target for "no harvesting in native forest" campaign
- Community (WA) attitudes
- Corporations/competition
- Law/policy
- Environmental regulation
- International issues/treaties
- Business environment
- Department of Conservation -- expectation that it's green; doesn't do TI, hard task master for FPC

Outside influences

- Change community opinions and values on forest issues
- Change in Government

NEW SKILLS REQUIRED

- Crisis management and political management
- Political astuteness (nous)
- People who are commercially astute and value-driven
- R&D
- Education
- PR
- Marketing
- Business skills
- Info technology
- Information management
- Forest products forest management
- Negotiation
- Legal
- Leadership
- More customer orientation
- Speaking out
- Need to hire market analyst
- More savvy on forest products and industry commercial investment
- Consultation
- Being articulate

EXTERNAL INTERACTIONS/RELATIONSHIPS

Task

- Identify all stakeholders and develop mechanisms for effective relationships
- Collaborate with others in productive partnerships

Stakeholders

- Conservation Commission
- Department of Conservation
- DEP
- EPA
- SCA
- Waters & Rivers Commission
- Department of Commerce & Trade
- Department of Minerals & Energy
- DRD
- Communities
- Industry/ies
- Media
- Unions
- Water Corporation
- AgWA

Relationships

- Co-operative with WRC, DEP, DC (eg. on salinity action)
- Co-operative with DRD, DoCaT (on industry development)
- Industry peak bodies and individuals
- Treasury (financial management and strategic/corporate plans)
- Alliance with CC (controlling body)
- Regulatory systems -- EPA, WRC
- Regulatory/audit -- Department of Conservation

Types of relationships

- Responsive
- Advisory
- Open and transparent
- Consultative
- Trustworthy
- Professional
- Accountable
- Co-operative
- Managing protestors

DRAFT VISION STATEMENTS

Vision statements written at each table at the end of the planning day

- To manage industry access to public forest resources and maximise economic returns from those resources to the Western Australian public.
- Develop and maintain a commercially viable, environmentally responsible, job rich, locally and internationally competitive and value-added forest products industry in compliance with all government policy and direction and legal requirements. This will be achieved through the honesty, integrity, excellence and commercial astuteness of staff who are empowered by the consent and support of a well-informed community.
- An organisation which promotes a sustainable and competitive forest products industry to the benefit and with the support from the community.
- A long-term viable forest products industry based on an ecologically sustainable indigenous forest and profitable plantations, supported by the WA community.
- An environmentally sustainable, commercially viable forest products industry providing economic and social benefits to the people of WA.
- An internationally competitive forest products industry in WA based on ESFM.
- A sustainable forest products industry that optimises economic and social benefits to all West Australians.
- To develop and share the benefits of our state's timber industry.
- Wood benefits for the people of WA..
- Foster and sustain an ecological and environmentally sustainable forest product industry.
- Sustainable; ecological/environmental; forest products; highest benefit to the state.

PARKING LOT

(from the question of 'what did people want from the day?')

To be included in the planning of the new organisation:

- second reading speech to be included in the creation of a vision
- relevance to legislation
- don't ignore the constraints on the new organisation
- clarify the relationships with other organisations
- address the realities of the agency's interests
- address the return on assets
- address the education/communication aspects
- address risk management issues
- promote a sustainable industry
- develop a clear role/purpose and responsibilities for the new organisation
- develop a direction to communicate to other staff
- clarify the relationship between the 2 departments
- clarify the relationship between this department and forest industries
- get all the issues on the table
- how to function on a daily basis without being a bureaucracy
- develop operating principles
- develop clear functions

Partially addressed

- develop firm foundations of this organisation
- work towards values of pride in the new organisation