

MANAGEMENT JOB DESCRIPTION

MANAGEMENT JOB EVALUATION PLAN

Working Title Forest Area Manager	Name
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Position Number	Ministry Forestry & Parks
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Dept ID	Program Code	Project Code (if applicable) N/A
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POSITION SUMMARY: Briefly describe the main purpose of the position, and why it exists for the most part (See Management Job Description Writing Guide [Page 7](#)).

Reporting to the Executive Director Forestry Field Operations Branch, the Forest Area Manager is responsible for the implementation and delivery of the division's wildfire management, forest health and forest management programs in their respective Forest Area (FA). The FA Manager is responsible for setting the strategic direction, priority setting, developing the organization structure, managing the budget and effectively managing the operations of the FA. The FA Manager will ensure staff skills and experiences are enhanced while working to achieve the department's business plan goals and strategic objectives. The FA Manager must work closely with Environment and Parks Executive Director and Managers of Operational Services for budget, finance, Geospatial and other administrative support. These services are delivered to the FAs under a Service Level Agreement between Agriculture and Forestry and Environment and Parks (EP)

Management of the provincial wildfire priorities of protection of human life, forest communities, watersheds and sensitive soils, natural resources (including timber, recreation and wildlife), and infrastructure as well as the Crown's forest and prairie resources are the key mandates of the Forest Area Manager. Wildfire management includes the directing of wildfire prevention, operational supporting science and research projects in the area, detection, pre-suppression and suppression activities, including wildfire information.

Ensuring Forest Management is practiced responsibly and sustainably within the area is a key forestry mandate. Forest Management includes ensuring that all activities involving the establishment, harvest, and removal of timber on public land is carried out in accordance with existing legislation, policy and direction.

Forest Health includes implementation and management of a Forest Health program and budget for the Area as well as managing the mountain pine beetle program with existing, policy and regulations.

SPECIFIC ACCOUNTABILITIES: List the most important end results or outcomes of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-8 core end results. For each end result approximately 3-6 activities should be described (See Writing Guide [Page 8](#)).

- As a member of the Provincial Forest Managers Group, this position is responsible to ensure the department has a strong alignment between Wildfire Management Branch and Forest Stewardship and Trade Branch in the delivery policy and operational plans at the field level. This group supports communication between program directors, section heads and other FA Managers regarding strategic direction and operational needs.
- Responsible for executing the operational plan within the respective area, through work commitments, focusing on achieving specific program expectations. The FA Manager reports on results based on meeting the program expectations. FA Managers work together in support of integrating operational decisions and achieving the resource management objectives of the area.
- Conducts program reviews that include program business needs.
- Communicates and contributes to the alignment and execution of consistent operational delivery across the province.
- Negotiate program work commitments with the program branch directors.
- Reports on operational impacts as a result of the Service level Agreement with EP
- Ensure program representation to integrate resource management initiatives between program areas.

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- Develops an area work plan and directs the allocation of resources to achieve operational plan expectations. This may include establishing task groups and standing committees to report to program committees in order to reduce duplication, direct initiatives to the appropriate level in the organization, and ensure key representation and dedicate resources required.
- Reports on progress of meeting area work plan expectations (challenges, successes).
- Supports and delivers on the goals and objectives of the Agriculture and Forestry Business Plan and Ministry Strategic Plan
- Supports and delivers on the goals and objectives of the Forestry Division Strategic Plan
- Supports and delivers on the goals and objectives of the Forest Stewardship Trade (FSTB) and Wildfire Management Branch (WMB) Strategic Plans
- Provides leadership, ensures the activities, and manages performance of professional, technical and administrative staff supports to meet the department's business/operating plans. Involves integrated decision making processes and ensures consistency with current legislation and policy.
- Establish work procedures, systems, standards and priorities, and business rules for each area of responsibility. Continually seeks to evaluate and make changes for the improvement of current organizational structure, policies and procedures in order to effectively deal with emerging issues and concerns in the area.
- Work collaboratively with the local Operations and Resource Management Divisions of EP on integrated resource management objectives, issues and concerns.
- Develop and manage the expenditure of the program budget to ensure effective and efficient achievement of established priorities and meet local area needs.
- Establish and maintain collaborative relationships with local Indigenous and Metis Peoples, Chief and Council, Metis President and Emergency Services personnel.
- Accountable to ensure appropriate Indigenous Peoples consultation is completed on programs under the manager's control.
- Establish and maintain relationships with key stakeholders, particularly the forest, oil and gas, and railway industry, along with special interest groups, other government agencies, local government, and associations in order to identify emerging issues, handle complex/politically sensitive issues and resolve resource conflicts.
- Foster an atmosphere of creativity, innovation, professionalism and integrity among staff to ensure excellence in service delivery.
- Organize the Area's WFM, FM, FH, warehousing, safety and administrative sections and oversee the effective recruitment, training, coaching, mentoring and performance of all area staff.
- Contribute to the development and approval of Forestry Division WFM, FM, FH, policies, standard operating policies, business plans and operational plans by actively participating as a member of the management team.
- Direct the implementation and delivery of the Area's safety plan

Wildfire Management

- Direct wildfire suppression activities in the area including the assignment of resources and equipment (department, contracted and community resources), establish priorities for suppression, approving suppression strategy and tactics, monitoring and controlling the allocated suppression budget. Develop and approve, wildfire analysis plans for escaped wildfires.
- Direct the implementation and delivery of the; Wildfire Prevention programs (education, engineering, enforcement, detection, and prescribed fire); and Wildfire Operations programs (pre-suppression, suppression, wildfire support, aircraft operations, airtanker base, helitack, rapattack, firetac, warehousing, fire bases, and remote airstrips, and other facilities) in the Area.
- Direct the planning and implementation of wildfire management planning and prescribed fire disturbances on the landscape, including communications with stakeholders and public.
- Ensure that FireSmart programs are developed and implemented to protect forest communities, subdivisions and critical community and economic infrastructure from wildfires. Ensure landscape FireSmart planning is shared and embedded into local Forest Management planning.
- Approve mutual aid wildfire agreements and fire control plans with municipal authorities and oil and gas and forest industry for the prevention and suppression of wildfires both in and outside of the Forest Protection Area.
- Direct the review of a wide variety of Forest Management plans including the identification of prevention and fire preparedness requirements for industry.
- Function as a member of an Incident Command Team when assigned to fight active wildfires in another area of the province, Canada, or internationally.
- Ensure all stakeholders including oil and gas, timber industry, Indigenous communities and associations, municipalities and affected ministries are kept up to date on hazard, risk and wildfire development.
- Ensure the operation, function, and safety programs of numerous Forest Protection Facilities, including offices, warehouse, air

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tanker bases, permanent and temporary fire bases, lookout towers, and helipads are maintained.

Forest Management

- Direct the implementation and delivery of FM programs within the Area, ensuring that all components for the program are delivered in a timely and appropriate manner.
- Provide field component and review of Forest Management Plans (FMP) and Operating Ground Rule negotiations.
- Approve Forest Companies' General Development Plans (GDPs), Compartment Designs (CDs), and Annual Operating Plans (AOPs) (including silvicultural schedule, strata declarations, herbicide proposals, long-term rolling access plan, etc).
- Engage Indigenous Peoples potentially affected by development approvals pursuant to the *Forests Act*.
- Implementation and delivery of the Forest Operations Monitoring Program (FOMP) and Silviculture Assessment and Monitoring Program (SAM) and associated components.
- Facilitate timely and accurate check scaling of Crown owned wood delivered to various mill sites and storage yards throughout the FA.
- Review penalty recommendations for non-compliance with the Forests Act in accordance with provincial compliance and enforcement protocols.
- Develop strategies for efficient use of crown timber amongst stakeholders including facilitation of stakeholder interaction prior to disposition applications.
- Facilitate discussion and possible conflict resolution amongst stakeholders relating to activities on crown land within the area.
- Ensure competent and timely review of disposition applications, and ensure review and approvals are done in accordance with legislation, policies, regional ground rules, timber operations policy, technical guidelines and audit standards for the province. Delegated signatory approval for operations.
- Interpret government policy and establish local guidelines to ensure all timber harvesting is carried out as per the AOP, DFMP, and within government legislation, department policy and operating ground rules, while recognizing Integrated land Management Values.

Forest Health

- Development and implementation of a FH program and budget for the Area.
- Direct the implementation of the provincial Mountain Pine Beetle Program (MPB) in the area, including setting area priorities, approval plans, supervising staff, and managing contracts. Participate with FMP amendments; lead public involvement for the Area.
- Direct all other forest pest programs and ensure timely communications to the public and forest industry on the progress of pests.
- Review and approve herbicide application programs.
- Implement a Detection and Monitoring program for other forest health issues in the area.
- Work collaboratively with Forest Industry to control forest pests when need

KNOWLEDGE/EXPERIENCE: Include information on required diplomas and degrees along with identifying the most important knowledge factors, including knowledge about practical procedures, administrative, specialized techniques, etc. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (see Writing Guide [Pages 9-10](#)).

Degree or Diploma in Forestry or a related discipline plus ten years of experience in natural resource and wildfire management is required. When eligible, registration with the college of the Alberta Association of Forest Management Professionals is required.

The job requires strong leadership skills in order to effectively manage this program and the human and capital resources associated with it. The job requires the ability to organize, select, mentor, motivate and manage the performance of a range of professional, technical and administrative staff. The Forest Area Manager requires a solid understanding of budgeting and expenditure control to ensure that the budget expenditure meets service delivery needs within established policy and procedure.

Comprehensive knowledge of wildfire, forest management and forest health programs, related legislation, policy and regulations and other resource values on the landscape is required to ensure effective implementation and delivery of the divisions priorities, goals and outcomes. An in-depth understanding of forest, forest health and wildfire management principles, including wildfire suppression

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methods, wildfire cause and fire behaviour, wildfire prevention principles and techniques as well as the wildfire suppression resources/capabilities is essential to efficiently manage wildfire suppression operations. A well rounded knowledge of the area, and an understanding of local political issues as well as the priorities/concerns identified by the various stakeholder groups in the area is essential.

Comprehensive knowledge of the provincial legislation including the Forest and Prairie Protection Act and Regulations, Forests Act and Timber Management Regulation, Environmental Protection and Enhancement Act, Regulated Forestry Profession Act, Public Lands Act and Public Lands Administration Regulation, applicable sections of the Municipal Government Act, Departmental Business Plan and Human Resource and Financial Policies.

Strong organizational, problem solving, planning, interpersonal and communications skills are essential. Critical to this role is the ability to be decisive, work under tight time constraints in order to analyze and evaluate ever changing conditions in order to respond in an effective manner. The Forest Area Manager must be action oriented, results based and have the ability to formulate and implement effective operational plans to achieve divisional program goals and objectives. Well-developed persuasion skills are essential in order to maintain successful working relationships with various stakeholder groups while at the same time meet department business plan objectives and performance measures.

The ability to negotiate, compromise and solve problems is critical. As well, excellent organizational and planning skills are necessary to handle the multiple complex/contentious/urgent issues that must be dealt with under often extreme time constraints.

LEADERSHIP AND BUSINESS KNOW-HOW: Specify the level of integration, organization and leadership skills required to produce the results expected of the position. Provide recent examples (See Writing Guide [Pages 10-11](#)).

As a key member of the Provincial Forest Manager team, the FA Manager is accountable for managing the implementation and delivery of the department's WFM, FM and FH programs through the direct supervision of 20 to 30 fulltime permanent staff as well as 80 to 100 seasonal staff. To ensure that the department's WFM, FM and FH programs and policies are implemented and enforced consistently across the province, the position must work in close collaboration with the other FA Managers, and various branch directors. The FA Manager must also work with the Area Management Team to receive and provide cross divisional support to improve departmental efficiencies in helping all programs achieve their goals.

An in-depth knowledge of organizational awareness and matrix management systems is required to ensure an integrated operational delivery of the departments programs. This includes a strong team-based focus on achieving results, complete with articulation of the vision, goals, strategic direction and desired outcomes for the Division as delivered in the Forest Area.

The FA Manager has the lead role in directing wildfire operations in the area, which includes coordinating the department's resources as well as contracted and community resources. The assignment of resources and equipment within the area, establishing priorities for suppression, approval of suppression strategy and tactics, monitoring and control of the allocated suppression budget, contracting for additional resources as well as requesting additional emergency dollars are the responsibility of this job.

Managing local forest management planning initiatives typically involves very polarized views and opinions on the allowable activities and values that individuals and user groups apply to an area. The FA Manager must demonstrate effective facilitation skills. Through planning exercises there often is opportunity for creative solutions and the opportunity to be pro-active in managing emerging issues. Whether these issues are internal or external, the FA Manager needs to be able to engage people in discussion, ensure each understand the others positions, gain support for the desired outcomes and goals and ultimately make final decisions if consensus cannot be achieved. These decisions must be balanced as best as possible, reflect the recommendations of others when possible and provide rational when everyone's values cannot be accommodated. Internally within AAF, once a decision has been made, the Forest Area Manager has a role in ensuring that department employees communicate and support the decision to our clients and in the public forum.

Forest Health initiatives involve the detection, monitoring and mitigation of forest pests in Alberta. The FA Manager must ensure effective programs are in place and functioning to ensure healthy forests for Albertans and the forest industry. The identification and monitoring of emerging forest pests is key to ensure a successful program. Implementation of mitigation programs and the monitoring of success is key to meeting provincial objectives.

Financial management skills and the ability to review and understand financial statements are required for efficient management of the area budget and program execution. Position is accountable to effectively manage and report on a budget ranging from \$3 to \$10 million.

PROBLEM SOLVING: Describe difficult or challenging situations the position is typically expected to solve; the degree of originality of the solutions; and the assistance available (See Writing Guide [Pages 11-12](#)).

To effectively direct program activities for a large geographical area, the FA Manager applies an in depth knowledge of the area's protection and timber operational issues and priorities as well as long term activity patterns and modern integrated resource values and concerns, and make decisions regarding the location and establishment of facilities, the location/purchase of equipment and the

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organization of human resources. The manager must use sound judgement to ensure that the proposed plans and budget expenditures will provide the area with the protection and operational services required.

The FA Manager is frequently required to address problems that are complex and time sensitive particularly when dealing with wildfire suppression. Due to the varying size and complexity of the fires and the dynamic nature of wildfires, each situation is different requiring creative approaches in order to suppress wildfires within existing budgets and resources.

Conflicting resource management issues are common and complex. The FA Manager will apply their knowledge, experience and expertise in integrated land management principles to foster stewardship of public lands and reduce conflict between industrial users and the forest industry. The FA Manager requires an ability to understand and work with integrated planning and operations with Environment and Parks Operation Division regional staff, Enforcement Field Services, and other related regulators to ensure proper utilization of the forest resource.

RELATIONSHIPS/CONTACTS: Identify internal and/or external clients, partners and stakeholders with whom your position communicates and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See Writing Guide [Pages 12-13](#)).

Clients	Frequency	Nature and Purpose of Contact
Internal		<p>Ongoing contact with the Forestry Division management staff in the field and branches in Edmonton to ensure consistent implementation and delivery of divisional programs as well as develop policies, business plans and operational plans. Work collaboratively to set provincial priorities for wildfire management resources.</p> <p>Ongoing participation in department/division/area working groups, committees and other forums as the area wildfire management representative in order to provide input regarding program direction and issue resolution.</p>
External		<p>Develop and maintain a network of key relationships within the FA in order to establish priorities and strategies for forest, forest health and wildfire management. These contacts would include local government, Indigenous community leaders, industry and other stakeholders such as trappers/outfitters, special interest groups, recreational users and other government agencies.</p> <p>The position maintains a close working relationship with the Indigenous communities, as this group is a significant resource for firefighting as well as a potentially affected client with respect to forest management planning, harvesting, forest health control programs, wildfires, FireSmart and prescribed fire activities. A key to the success of program delivery will be ongoing external contact with stakeholders and the ability to monitor and understand their concerns and issues.</p> <p>Ongoing contact with EP Regional Services Manager and the delivery of support to the Forest Area as described in the Service Level Agreement</p> <p>Ongoing contact with MLA's and local government officials to resolve issues and provide program clarification.</p>

IMPACT AND MAGNITUDE OF JOB (SCOPE): Identify how the position directly affects results, and the extent to which stakeholders are affected by those results. Provide recent examples (See Writing Guide [Pages 13-14](#)).

The FA Manager is one of 10 in the province and reports to the ED of Forestry Operations Branch. The FA Manager directly supervises a Wildfire Operations Officer, a Wildfire Prevention Officer, a Senior Forester, and a Wildfire Management Specialist. Total program staff range from 20 to 30 permanent and 80 to 100 seasonal staff.

The FA Manager is accountable for ensuring that the Wildfire Management, Forest Management and Forest Health programs are implemented and delivered effectively and efficiently in the Area. The successful implementation of these Forestry programs impacts the safety and livelihood of individuals residing/working in these areas, the existing infrastructure, as well as industry based on natural resources such as timber and recreation, and public values on the resources.

The FA Manager plays a prominent role in the communities located within the management area. The Manager's decisions and actions can impact these communities in an economic, social and a value based sense. The Forest Area Manager must always be cognizant of the local issues, the risks, the politics and the concerns of local communities. Relationships, communications and pro-active strategies to manage emerging issues all support successful program delivery at the community level.

Problems regarding natural resource management conflicts require careful review and understanding of various legislation, regulation and policy. Decisions must be made within the regulatory and policy framework of the department. Decisions attempt to address or mitigate the operational concerns and impact on other values. Developing creative solutions to problems within the regulatory and policy framework, accommodating the principles of sustainable natural resource management, with consideration of the best available science and the political expectations is a challenging task. The decision is documented inclusive of the relevant issues and rationale for the decision, and this information is made available to the area staff. An Example – While the department business plan and divisional performance measures provide the framework for program delivery, each Forest Area Manager is challenged with developing an operational work plan for the area. The Forest Area Manager must develop an overall strategy with regards to the initiatives and priorities that will be established for the area in terms of program delivery

Complexity is impacted by the multitude of stakeholders and special interest groups who often have competing interests in the land and timber. A significant challenge of this position is to reach a compromise and establish a mutually agreeable solution that will meet long term resource sustainability and existing management plans but at the same time meet evolving needs. This position is often required to resolve competing Land and Forest Management issues and develop new responses or innovative approaches. An Example involved a community whose development has been primarily resource based. The town is now looking at diversifying their economic base and looking for alternatives such as tourism. However, the intense amount of logging occurring in the vicinity is of concern to the community who feel that this will have a negative impact on their ability to sell the area as "wilderness playground". The Forest Area Manager has participated in the establishment of a joint committee of the companies and the community to address and resolve the concerns and issues.

Development of pragmatic solutions to complex resource management issues requires creativity and exceptional judgment. The Forest Area Manager is required to define a balance between resource development and environmental protection and must advocate equally for all interests. An Example involves the development of guidelines for the integration of timber harvesting and grazing on FMA areas. These guidelines provide for balanced use of timber and grazing resources while maintaining a healthy environment.

An Example – An ongoing challenge of this position is the need to establish priorities for fire fighting. A limited number of resources are available to fight fires and decisions must be made regarding fire fighting priorities – need to consider the impact on human life, industry, communities, natural resources, etc. in the specific geographic area. The Forest Area Manager applies knowledge of the geographic area and fire behaviour in that area, an understanding of applicable political issues as well as priorities/issues related to various stakeholder groups. Because wildfires are constantly changing and are impacted by weather conditions such as wind, temperature, humidity and fuels; all of the above issues must be constantly assessed and reassessed until the wildfire is contained. Decisions and recommendations include the need for road and forest closures, the need to prepare communities to respond to the encroaching fires, the issuance of fire bans, the evacuation of communities, the re-evaluation of fire fighting strategies/tactics and the re-assignment of resources based on changing conditions as well as management of numerous issues/problems encountered as a result of the extensive number of personnel involved with fighting fires (both salaried, wage, and contractors).

An Example - Recommended wildfire prevention initiatives are often not economically appealing to industry. The Forest Area Manager must draw on his persuasion skills to convince industry of the merits of various engineering initiatives which have been designed to reduce fire risk. A timber company for example, wanted to set up a timber harvest based on economics while the prevention strategy is to break up the harvest into fields reducing the fire risk but making it more costly to industry as increased travel is involved.

CHANGES SINCE LAST REVIEW: Identify significant changes, that have impacted the major responsibilities and accountabilities assigned to your position since the last review (See Writing Guide [Page 14](#)).

Effective June 28, 2021 the Forest Area Manager position now reports to the Executive Director, Forestry Field Operations Branch.

COMPARABLE POSITIONS: List comparable GOA benchmarks (See Writing Guide [Pages 14-15](#)).

Forest Area Manager positions in the rest of the province.

ORGANIZATION CHART: A current organization chart that includes supervisor, peers and staff MUST be attached. Include whether employee is permanent, wage, temporary or contract and indicate position numbers (See Writing Guide [Page 15](#)).

Signatures

The signatures below indicate that the manager (incumbent) and division director/ADM have read, discussed and agreed that the information accurately reflects the work assigned (See Writing Guide [Page 15](#)).

Incumbent

Manager

**Division
Director/ADM**

This information is being collected under the authority of Section 10 of the Public Service Act and will be used to allocate positions within a classification plan and to manage the Alberta government human resources program. If you have any questions about the collection of this information, contact the Job Evaluation Unit, 6th Floor, Peace Hills Trust Tower, 10011 - 109 Street, Edmonton, Alberta T5J 3S8, phone 780/408-8400 or contact your Ministry Human Resource Office.