

Michigan Department of Natural Resources
Forest Certification Work Instruction

DRAFT FINAL

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Work Instruction Title: 1.2 Management Review Process for Continual Improvement in the Management of Forest Resources

Work Area Group: 1 – Plan, Monitor and Review

Purpose: A systematic process for gathering information regarding improvement in forest management practices, reporting that information to management, and formal management review.

Work Instruction:

1. Internal audit teams will be formed and will conduct regular audits on DNR Forest Management Units (FMUs). The audits will include field implementation of State and District level programs.
 - a. Three FMUs will normally be audited within a single year, every other year. One or more desk audits on a theme to be chosen by the Forest Certification Team (FCT) shall be conducted for all FMUs each alternate year when internal audits are not conducted. The number of audits may vary depending on budgetary and staffing constraints.
 - b. Supplemental internal audits can be requested through the chain-of-command.
 - c. The Management Review Team will designate which FMUs and may identify particular areas of needed focus for state forest related programs to be internally audited each year.
 - d. Internal audits will be conducted by a DNR lead auditor and an audit team. One person shall be the lead auditor for all internal audits during any year. Auditors may be trained through either formal training or as under-instruction audit observers.

2. Annual Management Review.

The Management Review Team will annually evaluate audit results for state forest operations, evaluate effectiveness of work instructions, evaluate non-conformances, determine changes and improvements necessary to continually improve conformance, and provide input for a Management Review Report. The review will be based on the following:

 - a. Internal Audits: Internal audits must record, evaluate, and report non-conformances with forest certification standards and related work instructions at all levels of the DNR.
 - 1) The Forest Certification Coordinator (FRD) will oversee the internal audit process.
 - 2) Monitoring requirements cited in the forest certification standards and work instructions will be incorporated into the internal audit process.
 - 3) DNR District Supervisors will monitor implementation of internal audit corrective action plans, and report pending or continuing non-conformance at the annual management review.
 - b. Annual Forest Certification Surveillance Audits by external SFI and FSC auditors
 - c. Field Management Review
 - 1) Schedule the management review to follow annual forest certification audits.
 - 2) The management review will consist of a statewide review of audit results. Audits will evaluate field operations and DNR programs.
 - 3) Conduct an annual management review meeting with the Management Review Team. The meeting will be hosted and chaired by the Forest Certification Coordinator.
 - 4) The Forest Certification Coordinator will prepare a draft report addressing conformance with the forest certification standards and recommendations for improvement. The draft report will be submitted to Management Review Team and DNR division chiefs for review by division management teams. The Forest Certification Coordinator will incorporate division management team review comments and submit a final Management Review Report to the Resource Bureau Management Team (RBMT) for their review and approval.
 - 5) The Management Review Report will include a report of management actions immediately taken to address audit results, will cite non-conformance issues, and report other significant findings.

3. Implementing Improvements:

- a. Whenever possible, immediate changes will be made to remedy identified non-conformances.
- b. The Forest Certification Team (FCT) will be responsible for:
 - 1) Reviewing and providing recommendations for revisions to Forest Certification Work Instructions to the Management Review Team;
 - 2) Developing recommendations for addressing internal and external audit findings to the Management Review Team; and
 - 3) Supporting the Management Review Team by identifying other opportunities and actions to improve sustainable management of forest resources and conformity with certification standards.
 - 4) Providing input to the themes or issues for focus of the internal audits.
- c. An Executive Committee of the FCT is responsible for making higher level decisions for issues such as the review and implementation of FSC and SFI Forest Management Standards, which do not require the attention of the entire FCT.
- d. The RBMT will identify changes and improvements necessary at all DNR levels to continually improve conformance with work instructions via a written annual communication to all employees.
- e. Division Chiefs will ensure changes and improvements approved by the RBMT are implemented.

Scope: (All State Forest Land and Affected Divisions): State Forest Land Other: _____

DNR – FRD DNR – Wildlife DNR – Fish DNR – Law DNR – PRD

Responsibility and Role: (Staff who will implement or supervise this instruction)

Job Title/Division	Role
Internal Auditors	Conduct annual internal audits and recommend improvements to internal audit process and forest management practices to the Forest Certification Team.
Field/Basin Coordinators – FRD, WD, PRD, & WLD	Implement changes and improvements into field operations.
District Supervisors – FRD, WD, PRD, & LD	Monitor implementation of internal and external audit corrective actions plans and report pending or continuing non-conformance at the annual management review.
Forest Certification Coordinator and Forest Certification Planner	Oversee and support internal and external audit process and auditor training. Conduct annual management review. Prepare draft and finalized management review reports. Revise work instructions as needed.
Division Chief / FRD, WD, PRD, FD	Review draft compliance reports, provide recommendations for incorporation into final report. Implement improvements recommended at state and regional levels via written communications with employees.
Forest Certification Team	Coordinate ongoing management review implementation. Recommend actions necessary to improve sustainable forest management.
Management Review Team	Conduct an annual management review; identify changes and improvement necessary to improve forest management. Designate which FMUs or state forest related programs will be audited each year.
Resource Bureau Management Team	Approve the annual management review report.

Training/Skills: (Those required to accomplish work instruction)

Item	Brief Description of Skill or Course	Exists/ New
Internal Auditor Training	Train select DNR staff in forest certification audit procedures to meet forest certification standards	<input type="checkbox"/> E <input checked="" type="checkbox"/> N

References:

- FSC-US Forest Management Standard (v1.0), July 8, 2010
- Requirements for the SFI 2015-2019 Program, January 2015

Monitoring:

- Annual Management Review Report
- Annual Surveillance Audit Reports

Records:

- Internal Audit Reports
- Annual Management Review Report
- Annual Surveillance Audit Reports