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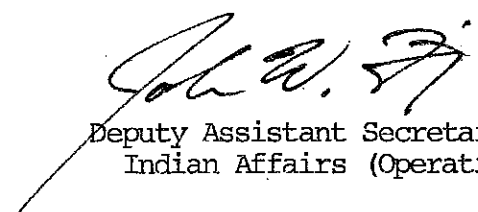
Memorandum

To: Holders of 53 BIAM

From: Deputy Assistant Secretary - Indian Affairs (Operations)

Subject: Forestry Manual, 53 BIAM Supplement 1

This release provides details on the general forestry program including annual reports. Two programs addressed in this release are Quality Control and the Forester Managerial Development Program.


Deputy Assistant Secretary -
Indian Affairs (Operations)

Filing Instructions:

- (a) Remove superseded material:
- | | |
|--|------------|
| 53 IAM 1.0 Table of Contents (1/13/65) | (1 sheet) |
| 53 IAM 1.1 - 1.6.2E, (1/13/65) | (4 sheets) |
- (b) Insert new material transmitted:
- | | |
|--|-------------|
| 53 BIAM Supp. 1, 1.0 Table of Contents | (1 sheet) |
| 53 BIAM Supp. 1, 1. - 3.6B | (10 sheets) |
| Illustrations 1 - 5 | (14 sheets) |
- (c) Pen-and-ink changes:
From the Table of Contents for Supplements to 53 BIAM under No. 1 General, delete 2nd line (To be issued later . . .)

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- 1.1 Policy and Scope. See 53 BIAM 1.1
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- 1.4 Organization and Functions. See 53 BIAM 1.4
- 1.5 Records, Reports, and Forms. See 53 BIAM 1.5. There are four reports, which, because they draw information from several forestry program activities, are mentioned in this supplement. These reports are primarily to obtain program and budget information for reporting to Congress. They are:
- A. Area Annual Report (Illustration 1). Due in Central office on December 15 each year for the preceding fiscal year.
 - B. Agency Annual Report (Illustration 2). Due in Area Office at date to be set by Area Director to enable that office to meet December 15 deadline. Due each year for the preceding fiscal year.
 - C. Analysis of Obligations (Illustration 3). Due in Central office December 15 each year for the preceding fiscal year.
 - D. Report of Actual Timber Cut (Illustration 4). Due in Central office November 15 each year for the preceding fiscal year.

All other requirements and instructions for records, reports, and forms are contained in applicable manual supplements.

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2. QUALITY CONTROL

2.1 Policy and Scope. A system has been developed to provide for the internal review of the Bureau's forestry program. It is the Program Review System. This review system provides the evaluation and adjustment phases of the Bureau's forestry program. Reviews identify when and why actions achieve or do not achieve objectives and what changes in direction, proposals, standards, policies, funding, or staffing may be needed. The review process is essential as it provides management a means for evaluating program performance. Areas and Agencies are encouraged to use the review system to improve operations. Opportunities include review of existing policy, direction, methods, procedures, inter-unit communication and coordination, and organizational effectiveness.

This quality control system uses the following two control methods: (1) reviews and (2) visits. Visits are included here because past and continued use is often confused with reviews.

2.2 Definitions

A. Program review system. A system whereby internal reviews are periodically used to evaluate and adjust the forestry program.

B. Visits. A part of quality control but not a review. Primarily visits are to provide technical service or support for programs and activities.

C. Prework. This is an important part of any review. It involves the assembling of background material such as budgets, organization charts, goals and objectives, maps, land use plans, etc., to be used by the review team.

D. Action Plan. This is a plan, devised by the line officer of the unit being reviewed, to implement the recommendations of the review team. It is usually devised with the cooperation of the review team leader.

E. Observer. A person who is present at review team meetings with team leader's permission. The observer may not participate in the review process. The observer's usual purpose is to gain ideas and information so that they may participate as members in future reviews.

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2.3 Reviews.

A. Program Review. A program review is a review and evaluation of functions or activities for which the Forestry Division has staff advisory responsibility to a line official. Program reviews concern program direction, quality and quantity of accomplishments, and therefore, they must be coordinated with all line officers having responsibilities related to the subject matter. The team leader usually is the ranking supervisory forester or a primary staff assistant. A program is defined as a group of closely related functions or activities assigned to a single staff officer. Most programs are defined by traditional budget functions or categories (forestry, natural resources) and encompass all the components and elements grouped together under these headings.

B. Activity Review. An activity review is a review and evaluation of one or more activities related to a program on one or more forest management units. The activity review relates to a specific element within a single program. An activity review is narrow in scope and more technical in character than a program review. It is concerned with processes, procedures, methods, and standards (quality) of accomplishment. An activity review is coordinated with all staff personnel having responsibilities related to the subject matter. A multi-activity review of related activities may be conducted, or a review may be conducted of the same activity on several forest management units. Team leader and team member assignments are based on knowledge of subject matter. Activity is defined as the smallest yet complete part of a program (examples: forest development, forest protection, timber sale administration, tribal enterprise development, and formal staff training).

C. Staff visits. Staff visits are made by the Chief Forester, or his staff to establish and maintain communications, or to get acquainted with people, programs, situations, and land areas. Visits are to provide technical service, support for programs and activities. Staff visits generally emphasize technical assistance and training related to maintaining or establishing approved programs, procedures, systems, criteria, and standards. Visits may be requested by line or staff officers at any level, but require: (1) mutual agreement of the concerned staff officer and the line officer to be visited; or (2) approval of a line officer at the higher level organizational unit. The Chief Forester or forestry staff visits will be planned and scheduled in advance of the actual visit. The visiting staff officer will notify the line officer to be visited concerning dates, and purpose of the visit. Upon completion, staff visits will be documented by the visiting staff officer in memorandum form to the supervising line officer, through the ranking forester, such a report may include general impressions and recommendations. Follow-up action or direction will be issued by the line officer.

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2.4 Direction.

A. Reviews and Staff Visits. Reviews and staff visits are part of the Bureau's review system to inspect and evaluate the Bureau's forestry program.

(1) Reviews are used to evaluate: management objectives, program effectiveness and direction, policies, standards, procedures and accomplishments.

(2) The review system will be used to identify opportunities to improve overall efficiency, effectiveness and performance.

(3) Visits will be employed to inspect and evaluate programs, people, and on-the-ground conditions, exchange information and provide assistance, maintain communication and coordination with field units, check compliance with existing internal regulations, policies, standards and procedures (fire preparedness, check scales, forest development projects); and determine the need for formal reviews.

B. Scheduling. All reviews and visits will be on an "as needed" basis as determined by the line officer in charge of the specific organizational entity or higher level line officer.

C. Management Reviews. All reviews will include an evaluation of the following:

(1) Program formulation and accomplishment.

(2) Sensitivity and responsiveness to the needs and demands of tribal members.

(3) Responsiveness to Central office and Area office direction.

(4) Effectiveness of the unit's safety program.

(5) Internal and external operating relationships, communications, and coordination.

(6) EEO and civil rights performance and opportunities.

D. Travel. The unit being reviewed and the home unit of the review team member will arrange for the travel of each team member. Visitors, observers, and non-team members' travel will be covered by their home unit. Travel for approved reviews may be covered by a combination of agency, area and central office funds.

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2.5 Responsibilities.

A. Deputy Assistant Secretary / Indian Affairs (Operations).
Responsible for reviews of Central Office activities and Area Office programs.

B. Area Director. Responsible for Area Office activity reviews and Agency program and activity reviews.

C. Combined Responsibilities. The following responsibilities are incumbent on both of the above officials.

(1) Approve review proposals and subsequent actions which change the type and scope of the review.

(2) Approve review plans and any subsequent changes in review objectives.

(3) Participate in initial review team visits with line officer of the unit to be reviewed.

(4) Participate in the closeout meeting (see 2.7F) conducted by the review team.

(5) Participate in any follow-up meetings.

(6) Insure that all reviews adhere to the following steps:

(a) A review plan will be completed ten days prior to the time a review team arrives at the unit being reviewed.

(b) A review will be conducted following policies and procedures addressed in this supplement.

(c) A discussion of the review will be held with the line officer and pertinent staff of the unit being reviewed prior to the review team's departure from the unit being reviewed.

(d) A final report will be prepared and distributed within thirty days after the review team's departure from the unit.

(e) An evaluation of the alternative actions contained in the review report will be submitted ten days prior to implementation of the action plan.

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(f) An action plan will address the issues and be agreed to by the affected line officer.

(7) All reviews will follow a systematic problem solving sequence.

(8) Review teams may be interdisciplinary (and include personnel from organizational units not under the review including tribal members).

D. Staff. Forestry staff and program officers are responsible for proposing reviews based on need and for advising line officers on the effects of proposed alternatives contained in review reports. Staff members serve as team leaders for program reviews or participate as members of teams.

E. Staff Specialists. Forestry staff specialists will propose reviews to their appropriate program and line officers based on field observations, service visits, and evaluations of management systems and processes. When requested, staff specialists will serve as review team members, evaluate review findings and suggest or evaluate proposed alternatives.

F. Review Team Leader.

(1) Initiate review team visit with line officer of unit to be reviewed.

(2) Conduct reviews in an efficient and positive manner.

(3) Follow policy and procedures.

(4) Use systematic problem solving techniques.

(5) Conduct a closeout meeting with the line officer and selected staff of the reviewed unit.

(6) Coordinate the preparation and review of the draft review report.

(7) Prepare a final review report.

(8) Distribute the final review report to all units at the reviewing level affected by proposed alternative actions and complete the reviewing unit's evaluation of proposed alternatives.

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(9) Insure that the reviewing and reviewed unit's evaluation of alternatives are in the hands of line officers ten days in advance of the action planning session.

(10) Advise the reviewing line officer of the need for additional coordination to complete the review on schedule.

(11) Participate in the action planning sessions (See 2.7E) and follow up to the degree directed by the line officer.

(12) Prepare review related correspondence, final report, action plan, and associated documents.

(13) Prepare required case folder file and record material.

G. Transfer of Responsibility. The team leader is responsible for insuring that completed evaluations of the review from both the reviewed and reviewing units are in the hands of the concerned line officers ten days in advance of the action-planning session. Responsibility for the review shifts back to the reviewing line officer when the team leader has transmitted copies of evaluations of alternatives to line officers of both the reviewed and reviewing units. The team leader may still be involved to various degrees at the option of either line officer.

2.6 Planning and Organization Reviews.

A. Scheduling Reviews. Reviews and visits will be scheduled on an "as needed" basis rather than at fixed intervals. Review proposals shall include:

- (1) Type of review or visit proposed.
- (2) Unit(s) and/or geographic area involved.
- (3) Reason(s) review or visit is needed and tentative objectives.
- (4) Expected benefits or consequences of not making or making the review.
- (5) Suggested timing (review or visits that can be conducted entirely indoors should be scheduled during the winter to avoid impacting field time).
- (6) Length of time since the last review.

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B. Review Plan. A detailed review plan should be prepared as soon as practical after a review team leader has been assigned. Tribal participation should be sought in preparing the plan. Only after the review plan receives approval does the review become certain.

Review plans must be approved by the responsible forest officer and line officer in charge ten days prior to the review team's arrival on the unit to be reviewed. Detailed preparations, appointments and final travel arrangements should not be made until after the review plan is approved. The review plan will contain the following:

(1) Name and Type of Review.

(2) Objectives. The direction and effectiveness of a review depends on understanding review objectives. Objectives are best established on a face-to-face basis while meeting with the respective line officers, but they may be established through correspondence between the person planning the review and the line officer of the unit to be reviewed.

(3) Approach. The approach, including the type and degree of sampling, should be determined by the objectives and scope of the review. The approach should specify the types of people and organizations, both in-service and out, that need to be contacted. (Note: No contacts with people outside the Bureau should be made until the review plan is approved, unless the request is from outside the agency.)

(4) Proposed Team Members. Final team member assignment shall be made prior to the approval of the review plan. People from the unit to be reviewed will not be team members, even though they participate heavily in the review. Team members will be selected in a fashion that provides broad perspectives, always request tribal input and at least one tribal member. Interdisciplinary people and people from all organizational levels, other than the unit being reviewed, should be considered for team membership. Beneficial results of a review are usually directly related to the number of points of view represented on the review team. Serving as a team member can be a rewarding experience, and it offers an opportunity for development. Inter-unit perspectives offer an exchange of information that may lead toward improved performance, techniques, and procedures. Observers from other units are encouraged for the learning experience; participation in actual review is limited without prior approval of team leader.

(5) Dates, Specific Agenda, and Itineraries. Dates for conducting the review and availability of team members and participants on the reviewed unit need to be considered simultaneously. The timing of the review should be adjusted rather than do without an essential skill or individual.

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(6) Pework. Reviews can be improved if both the reviewed unit and the review team members are knowledgeable about background information prior to the review. Study of background information prior to the review can insure that time spent on the site is more productive. Information on budgets, organizations, goals and objectives, accomplishments, land use and functional plans, maps, descriptions, special situations, recent reports and trends, and current examples of completed work can be prepared in advance. Content and due dates for prework packages should be established by the team leader in consultation with the reviewed unit.

(7) Cost/Benefit Relationships. The review plan will contain estimates of the costs to make the review. Cost estimates should include time required to complete the review process. Knowledge of on-the-ground conditions is necessary for the review teams to understand problems, opportunities, and quality of performance in resource programs and activities. These on-the-ground observations are time consuming; they should be conducted with the fact-finding phase and objective(s) of the review (Section 2.8A). Appointments with non-Bureau people should not be scheduled until after the review planning process is completed and the review is signed by the respective line or staff officer.

2.7 On-site Activities. Create a positive atmosphere that is essential to a productive review. The first meeting of both the team and members of the units to be reviewed often determines the atmosphere of the review. Time should be allowed during the first day of the review to develop a clear understanding of the objectives, the approach, the role of the review team and of each individual participating in the review, the process, steps and the anticipated time frames. Reviews must follow a systematic problem-solving sequence. The review system follows this sequence: (1) fact-finding, (2) situation statement development, (3) issue (opportunity/problem) identification, (4) alternative development, (5) evaluation of alternatives and (6) action planning. The decision and followup steps of the systematic problem-solving process are carried out during the action planning phase of the review. One of the tasks of the review team is to present its review in a manner that will facilitate decision making and action planning. Team members will produce a draft review which is later reviewed and corrected and will constitute the final review document.

2.8 Guidelines for Conducting Reviews. Successful reviews depend on the satisfactory completion of the following systematic steps.

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A. Fact Finding. Review teams should identify the underlying origin of problems and prime reasons for success. Reviews may follow either or both of the following: (1) Office settings. Office settings are usually more efficient when the objective of a review is to evaluate management situations, conditions, and decisions; the team's time may be spent conducting interviews, listening to presentations, reviewing written records, reports, and correspondence, and in team deliberations. (2) Field settings. Field settings are appropriate when the objective of the review is to evaluate quality and standards of work or unusual field conditions and impacts; on-site observations are necessary and can be a most efficient means of achieving correct understanding. Travel time is rarely productive and should be kept to a minimum. An experienced review team can understand field situations with a minimum of travel to and from the field.

B. Situation Statement Development. Upon completion of the fact-finding step, the team should develop situation statements for each objective. Situation statements should be based on factual data and specific observations resulting from the fact-finding phase of the review. Opinions or subjective judgments should not be included in situation statements. The review team and unit being reviewed should agree on facts collected and conditions observed prior to the close-out meeting. Subjective statements result in disagreement and debate. These can place the unit being reviewed in a defensive posture during the issue identification and alternative development phases of the review.

C. Issue Identification. Specific issues (opportunities/problems) should be developed for each situation statement. Development of issues should be a team effort and concerned people on the reviewed unit should be involved in their identification. Issues should be specific. It is better to have several specific issues for each situation statement than one broad issue. Precise issue identification facilitates the development and evaluation of alternatives and the implementation of the action-planning phase.

D. Alternative Development. Alternatives for issue resolution should be developed in a manner that will offer the line officer a full set of options which will insure a productive action-planning session. Alternatives should not be discarded prematurely; concerns about costs, skills and available time are line officer prerogatives and prejudging a line officer's acceptance of alternatives may lead to partial solutions or may limit constructive change. Special effort should be made to capture points that will require follow-up or evaluation. Frequently, information with regard to costs, skills available, time requirements,

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etc., will be useful when alternatives are to be evaluated. If such information is recorded, much of the draft report can be assembled immediately following such a meeting. Alternatives may be added, deleted or modified between the time the draft report is left with the reviewed unit and the completion of the final review. Rarely will one organizational level have all the information necessary to produce the best solution. The team leader is responsible for coordinating the development of all review alternatives prior to issuance of the final review document.

E. Evaluation of Alternatives and Action Planning. The line officer should carefully evaluate the alternatives which are presented in the review. The line officer will select the alternatives which will best obtain the objectives, and will then set in motion a series of action steps which are designed to place these written alternatives into action.

F. Closeout of Field Portion of the Review. The purpose of the closeout meeting is to resolve last minute questions of fact or observations, clean up possible inaccuracies or misconceptions, and establish agreement of findings. The review team leader and the line officer of the unit being reviewed should discuss the nature, timing and sequence of the remaining actions necessary to complete the review. As a minimum, the draft report used during the closeout session must contain:

- (1) A list of proposed commendations.
- (2) Situation statements covering the general subjects of the review. At least one situation statement will be developed for each objective contained in the approved review plan.
- (3) A listing of the specific issues (opportunities/problems) relating to each situation described.
- (4) Those preliminary alternative recommendations that the team has agreed are realistic for each issue identified.

The purpose of the final review report is to present a fully coordinated documentation of findings and to present the final set of issues and alternatives for subsequent staff evaluation and line officer action planning. The report should contain all the information the line officers will need to relate the issues and alternatives developed to the situations described.

2.9 Review Format. The following format will be used for the final review:

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A. Introduction. Should cover the type of review; units or geographical areas reviewed; review team names and titles, dates of the review, elapsed time since last similar review, and a brief description of how the review was conducted, principal participants, and major locations visited.

B. Summary of Review. The purpose of the summary is to provide a brief overview of the review, its objectives, and the principal findings for those people who do not have the time to read the entire report.

C. Commendations. State notable accomplishments by the unit(s) or by individual(s). This section should be coordinated closely with the line officer prior to drafting to avoid the possibility of contradictory management actions.

D. Situation Statement, Issues, and Alternatives. This section is the main body of the report. The arrangement should facilitate discussion during the action-planning session.

E. Appendix. Normally this section of the report will include copies of the review plan, a list of people contacted and places visited, organization charts, copies of forms, reports, and other material pertinent to the review.

2.10 Guidelines for Review Writing. Situation statements should describe the issues and present background information in enough detail so Bureau readers can get an understanding of the issues. Situation statements should be written so that the specific opportunities or issues can be separately identified by the reader. Issues identified should be as specific as possible. A common problem both in conducting the review and later in the preparation of the written review is that review teams try to deal with issues that are too broad and general. Alternatives become difficult to develop and evaluate when they relate to broad, general issues. It is much better to identify and deal with a number of specific issues rather than try to deal with an all inclusive statement.

2.11 Evaluation of Alternatives. Team leaders may find it necessary and desirable to call a meeting so staff specialists from two levels can interact on alternatives and their evaluations. Evaluation of alternatives should include:

A. Advantages/Disadvantages. Analytical comparison of relative advantages and disadvantages for each alternative.

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B. Policy. Comments on the conformity and effects of the alternative upon existing policy, the need for new policy, or the effects of no change.

C. Skills and Technical Knowledge. Comments on the availability of skills and technical knowledge.

D. Cost Implications. How will each alternative affect the present and future budget.

E. Cost/Benefit. Cost effectiveness relationships or estimates of the degree (and possibility) of savings, improved performance/efficiency, etc., that will be necessary to offset the implementation cost of each alternative.

2.12 Action Plan. Action plan meetings will be scheduled no later than thirty days after the final review has been distributed to the reviewed unit but within ten days after each concerned line officer has received both the reviewed and reviewing unit's final evaluations of all alternatives. The review team leader is responsible for completing the final report and insuring that the evaluation of alternatives is in accordance with the above specified time periods.

2.13 Review File. Files will be maintained for each review at a central location. Case folders of reviews will include: review correspondence, the review plan, the final review document, the action plan (including evaluations of alternatives), post-review correspondence and letters relating to follow-up actions and certification(s) of completion. Case folders should be retained in an "open" status until the review action plan is certified as accomplished by both the reviewed and reviewing units. Once all actions are certified as complete, case folders should be moved to a "closed" file.

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Forester Managerial Development Program

3. FORESTER MANAGERIAL DEVELOPMENT PROGRAM

3.1 General

A. Definitions.

(1) Managerial Forester. A professional forester who plans, organizes, administers, supervises and otherwise contributes to goals attainment in a Bureau Forestry Program. The forester may or may not be a manager but a managerial forester normally functions at grade GS-12 or higher in a key forestry position.

(2) Key Forestry Positions shall be defined as the following:

- (a) Chief Forester
- (b) Area Forester
- (c) Area Office and Central Office Professional Forestry Staff
- (d) Reservation Forest Manager
- (e) Key Section Chief of large forestry program
- (f) Other key positions designated by management

B. Purpose. The policy of the BIA is to increase the number of broadly trained executive level forester managers. Employees who complete the training program should be highly qualified to function in key forestry roles, as defined above, thereby improving the quality of management on Indian forest lands.

C. Objectives. The objectives of the program are to:

- (1) Prepare professional foresters to perform at a high level of proficiency in key forestry positions, and to
- (2) Meet Bureau and tribal needs for well-managed forest resources.

D. Responsibilities.

(1) Central Office. The Central Office will establish policy, provide Bureauwide procedural guidance, and monitor activities of the programs. Specific assistance with coordination and technical matters may be provided if requested by the Area Office.

(2) Area. Responsibility for carrying out the operational aspects of the program will be at the Area level.

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The Area Office will:

- (a) Conduct training needs assessment
- (b) Announce program
- (c) Screen and select candidates
- (d) Develop individualized training programs
- (e) Implement the program
- (f) Evaluate candidates

3.2 Procedures.

A. Implementation. Each Area Office will establish the program to meet its needs. Areas with small forestry activities may wish to develop cooperative efforts with Areas having larger programs. One or more Areas may wish to combine and regionalize their program.

B. Position Ceiling. From authorized position and employment ceilings, Area Offices will select currently vacant positions which are to be designated as training positions. Training locations will be determined by each initiating Area. The designation process will be a cooperative effort between the selecting official and the office of the Area Director.

C. Funding. Funding (including travel) will be provided by the Area forestry operating budget. Areas should plan for and make provisions to provide funding for the training program.

D. Recruitment and Selection. Each Area will handle recruitment and selection for its program.

E. Selection Process. Selection of candidates will be made by a committee which will include (a) the Area Forester of the Area representing the home duty station of the position, (b) the Forest Manager, if the home duty station is located at an Agency, and (c) a representative of the Area Personnel Office. A representative of the Division of Forestry, Central Office, or other appropriate offices, may serve on the Selection Committee as requested by the Area Director. This committee will also review and approve the Individual Development Plan (IDP).

F. Individual Development Plan (IDP). Each trainee will have an Individual Development Plan based on his previous experience, education, and identified developmental needs. See 44 BIAM 410.

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G. Position Description. Use established position descriptions for the positions selected in 3.2B.

H. Supervision of Trainees. Trainees are to be placed under the supervision of a Forest Manager or other designated supervisor at the location to which they are assigned within the Area.

I. Length of Program. The length of the training period shall remain flexible and kept within a range of from six months to a maximum of two years and/or as the incumbent meets qualification standards for the target position.

J. Varied Forestry Experience. The intent of the program is to provide the trainee with broad exposure in varied forest types, conditions, and program operations. In the event that this exposure involves a tour of duty in more than one area, a Memorandum of Agreement should be developed which:

- (1) Designates a single Area office to assume responsibility for coordinating and carrying out this experience
- (2) Details the pooling of funds in support of the program
- (3) Describes the training experiences which will be undertaken
- (4) Describes evaluation procedures
- (5) Designates supervision of trainees while in other Areas

Central Office forestry personnel may be called on for technical assistance in developing such agreements.

K. Entering Procedures. Currently functional positions in the Forestry operating program will be utilized for training purposes. Positions should normally be designated at least at the GS-11 or 12 level and advertised according to standard procedures. Content and duration of the training program will be reviewed with candidates and agreed to by the candidates prior to their acceptance of the position. During the preselection process the Individual Development Plan (IDP) will be outlined. After selection, the IDP will be worked out in detail and approved by the Area Director. A copy will be submitted to the Central Office, Division of Forestry as part of the Notice of Trainee Participation Report. (See 3.2B) A copy shall also be forwarded to Personnel for inclusion in the employee's OPF.

L. Evaluation of Trainees. Each trainee will be evaluated constantly with a formal evaluation every six months. Area offices will develop evaluation criteria. The evaluation process will be commensurate with and supplement requirements of the Civil Service Reform Act performance appraisal system. See 44 BIAM 430.

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M. Evaluation of Program. Periodic program reviews will include a statement of the employee's progress based on an examination of evidence that the IDP has been prepared and that training has begun.

N. Program Completion. A Certificate of Completion of the Forest Managerial Development Program (form X-BIA-5348, see illustration 5) will be issued each trainee upon successful completion of the program. Completion of the program does not insure or guarantee promotion. Candidates will submit their applications for future promotion in accordance with Bureau promotional opportunity procedures so they may be considered along with all other applicants. When the employee completes scheduled training, the position will cease to be a training position.

O. Tribal Employee Participation. Tribal foresters may participate in the training program under authority of the Intergovernmental Personnel Act of 1970 (5 U.S.C. 3371-3376) as extended to tribes under P.L. 93-638, as described in 25 CFR Part 275.

P. Reporting. Two types of reports will be forwarded to the Central Office, Division of Forestry in order that accomplishments and activities of the program may be monitored.

(1) Notice of Trainee Participation. This report should be forwarded soon after (not later than three weeks) an employee has been selected by an area office to participate in the Forester Managerial Development Program. The report should contain the following:

- (a) Name of trainee.
- (b) Position number and location
- (c) Job title
- (d) A copy of the IDP (see 3.2F)
- (e) Estimated schedule for completion of training program

(2) Annual Report. One year after the date this subchapter is issued, each area office should submit the first Annual Report on the following:

- (a) Number and names of individuals participating
- (b) Number completing program
- (c) Number still in the program
- (d) Comments on the effectiveness of the program
- (e) Problems encountered and actions taken to solve them
- (f) Recommendations for changing the program

GENERAL

Forester Managerial Development Program

3.3 Desired Qualifications for Key Forestry Personnel. Desired qualification standards include demonstrated ability, technical competence, and experience in the following areas:

- A. Timber Sale Administration
- B. Presale Planning and Timber Appraisal
- C. Forest Management, Inventory, and Planning
- D. Forest Development
- E. Fire Management
- F. Administrative and Management Procedures
 - (1) Authorities
 - (2) Budget and Finance
 - (3) Personnel Management
 - (4) Effective supervisory and leadership skills
 - (5) Effective written and verbal communication skills
 - (6) Contracting procedures
 - (7) Safety
 - (8) Computer applications to management
 - (9) Management strategies (MBO etc.)
 - (10) BIA/tribal relationships
 - (11) Effective organizational development
 - (12) Program evaluation
 - (13) Problem identification and resolution
 - (14) General academic and technical competence

3.4 Assessing the Candidate's Training Needs. It is anticipated that applicants selected for training positions will have at least three to five years of professional forestry experience. As such, the incumbent will likely have developed a solid experience base in one or more of the following areas:

- A. Timber sales administration
- B. Presale planning and timber appraisal
- C. Forest management inventory and planning
- D. Forest development
- E. Fire suppression and management

However, the incumbent will probably not have a strong background in all the above areas. A deficiency is very likely in administrative and management procedures. Accordingly, the training program shall be designed to enlarge upon the incumbent's basic technical background while simultaneously instilling executive level refinements and job skills in accordance with recognized executive training schedules and as defined in section 3.3 above.

GENERAL

Forester Managerial Development Program

3.5 Program Design. An individual training program is designed around the candidate's specific needs and the curriculum in this supplement to achieve the qualification standards defined in section 3.3 above. The program plan should specify beginning and ending dates and should be designed to achieve desired standards. It is not required that the program be inter-area in design nor confined strictly to the suggested curriculum noted herein.

A. Training Curriculum for Administration and Management. The recommended curriculum may include the following general administrative and management subjects:

- (1) BIA statutes, policies, regulations, and administrative procedures
- (2) Budget and finance
- (3) Personnel management
- (4) Supervision, leadership skills, communication skills and conflict resolution
- (5) Contracting
- (6) Safety
- (7) Computer applications to management
- (8) Management by objectives and/or other management strategies
- (9) Academic knowledge and skills
 - (a) Report writing
 - (b) Reading
 - (c) Math
- (10) BIA/tribal relationships
 - (a) Cultural concerns
 - (b) Tribal governments
 - (c) Cultural resource management
 - (d) Tribal enterprises
 - (e) Tribal Forestry programs
- (11) Organizational development.

B. Training Curriculum for Technical Forestry. The recommended curriculum may include the following technical forestry subjects:

- (1) Core Forestry functions:
 - (a) Forest inventory and management planning
 - (b) Forest development
 - (c) Timber sales administration and other forest utilization
 - (d) Forest protection (fire management, insects and disease and trespass)
 - (e) Techniques of evaluating agency forestry programs
 - (f) Presale planning and timber appraisal

GENERAL

Forester Managerial Development Program

- (2) Essential related functions:
- (a) Environmental and other value considerations
 - (b) Integrated natural resources and land-use planning
 - (c) New technology, computer applications and modeling approaches to forest management
 - (d) The role and requirements of federal regulatory agencies, such as the EPA

3.6 Related Matters.

A. Each trainee will spend 30 days in an assignment to the Central Office in order to obtain exposure to that level of operations. Cost of this assignment will be paid by the Central Office.

B. Each area will identify local formal academic programs that may be utilized as a part of the training program. This arrangement may offer academic credit to the trainees.

Form BIA - 5314

May 1970

UNITED STATES
DEPARTMENT OF THE INTERIOR
BUREAU OF INDIAN AFFAIRS

Report No. 53-06

(Source: Report No. 53-04

Form No. 5-5313)

AREA

ANNUAL REPORT

BRANCH OF FORESTRY

CALENDAR YEAR 19

AREA _____ PREPARED BY _____ APPROVED BY _____

(Title)

TABLE OF CONTENTS

	Page
Timber Cutting Record	1, 2, 3, 4
Fire Suppression	5, 11
Timber Resource Data	12
Timber Stand Improvement and Reforestation	13

INSTRUCTIONS
AREA
ANNUAL REPORT
BRANCH OF FORESTRY

53 BIAM Supp. 1
Illustration 1
Page 2 of 10

The original of this report is due in the Central Office on or before February 1. The report should be approved by the officer in charge of the Area or his duly authorized representative.

Data should be compiled in accordance with key indicating page, table, line, and column of Agency Annual Report, Branch of Forestry and summarized by Area, State and Agency.

The fire suppression portion of the report has been revised to include information essential in satisfying various reporting needs. Vertical spacing between entries should be as follows:

1. Between the Area total entry and the State total entry — 6 spaces.
2. Between the last entry for an Agency of a particular State and the total entry for the next State — 4 spaces.
3. Between each entry for Agencies under a State — 2 spaces.

Sample:

Area Total

State Total

Agency

Agency

State Total

TIMBER CUTTING RECORD
 Calendar Year 19__

Area Office State Agency	All Cutting - Cash & Free Use				All Cash Sales - Contract & Paid Permit							
	Total		Indian		Non-Indian		Indian		Non-Indian			
	M ft BM	Value	M ft BM	Value	M ft BM	Value	M ft BM	Receipts	M ft BM	Receipts		
	1-A-a-2	1-A-a-3	1-A-b-2	1-A-b-3	1-A-c-2	1-A-c-3	1-B-a-2	1-B-a-3	1-B-b-2	1-B-b-3	1-B-c-2	1-B-c-3
To	-4	-5	-4	-5	-4	-5	-4	-5	-4	-5	-4	-5
T	-6	-7	-6	-7	-6	-7	-6	-7	-6	-7	-6	-7
A	-8	-9	-8	-9	-8	-9	-8	-9	-8	-9	-8	-9
G												

* To - Total, T - Tribal, A - Allotted, G - Government owned
 ** Reference to page, table, line and column of reports

TIMBER CUTTING RECORD (Continued)
 Detail of Cash Sales

Area Office State Agency	To T A G	Timber Cut Under Contract - By Units						Timber Cut Under Permit - Stumpage Charged					
		Total		Indian		Non-Indian		Total		Indian		Non-Indian	
		M ft BM 2-a-3	Receipts 2-a-4	M ft BM 2-b-3	Receipts 2-b-4	M ft BM 2-c-3	Receipts 2-c-4	M ft BM 4-A-a-2	Receipts 4-A-a-5	M ft BM 4-A-a-6	Receipts 4-A-a-9	M ft BM 4-A-a-10	Receipts 4-A-a-13
		-5	-6	-5	-6	-5	-6	-b-2	-b-5	-b-6	-b-9	-b-10	-b-13
		-7	-8	-7	-8	-7	-8	-c-2	-c-5	-c-6	-c-9	-c-10	-c-13
		--	--	--	--	--	--	-d-2	-d-5	-d-6	-d-9	-d-10	-d-13

TIMBER CUTTING RECORD (Continued)
 Free Use and Cut in Trespass

Area Office State Agency	Land Status	Indian Free Use		Total		Cut in Trespass During Year				Collected During 1 for Trespass 1-Insert XXX XXX XXX
		Total		Indian		Indian		Non-Indian		
		M ft BM	Value	M ft BM	Value	M ft BM	Value	M ft BM	Value	
	To	1-C-a-2	1-C-a-3	1-D-a-2	1-D-a-3	1-D-b-2	1-D-b-3	1-D-c-2	1-D-c-3	
	T	-4	-5	-4	-5	-4	-5	-4	-5	XXX
	A	-6	-7	-6	-7	-6	-7	-6	-7	XXX
	G	-8	-9	-8	-9	-8	-9	-8	-9	XXX

TIMBER CUTTING RECORD (Concluded)

AREA OFFICE STATE AGENCY	TOTAL ALL SPECIES			SPECIES			SPECIES		
	Volume MBM	Receipts 3-2	Average Rate Per M 3-3	Volume MBM	Receipts 3-2	Average Rate Per M 3-3	Volume MBM	Receipts 3-2	Average Rate Per M 3-3
Total	3-1	3-2	3-3	3-1	3-2	3-3	3-1	3-2	3-3
	\$			\$			\$		

FIRE SUPPRESSION

Area Office State Agency Total	Area in Acres Requiring Protection by Bureau		Number of Fires by Size Class																		
			Total	I & G 5-Ba-1	S & P 5-Ba-2	S & P 5-Ba-3	A		B		C		D		E		F		G		
							Ind. & Gov't. 5-Aa	State & Pvt. 5-Ab	I&G 5Ba4	S&P 5Ba5	I&G 5Ba6	S&P 5Ba7	I&G 5Ba8	S&P 5Ba9	I&G 5Ba10	S&P 5Ba11	I&G 5Ba12	S&P 5Ba13		I&G 5Ba14	S&P 5Ba15

Form BIA - 5314
May 1970

FIRE SUPPRESSION (Continued)

AREA OFFICE STATE AGENCY	AREA REQUIRING PROTECTION - (Acres)													
	GRAND TOTAL		FOREST LAND				NON-FOREST LAND				NON-FOREST LAND			
	Ind. & Gov't. 5-Ac	State & Pvt. 5-Ab	Total I & O 5-Al	Commercial I & O 5-A1	Non-Commercial I & O 5-A1	Total I & O 5-A1	Total S & P 5-Ab	Brushland I & O 5-A1	Grassland I & O 5-Ab	Other I & O 5-A1	Total I & O 5-Ab	Brushland S & P 5-Ab	Grassland S & P 5-Ab	Other S & P 5-Ab

TIMBER RESOURCE DATA

Data as of December 31, 19__

AREA OFFICE STATE AGENCY	C o u n t y	FOREST LAND AREA AND VOLUMES											
		ALL FOREST LANDS		COMMERCIAL FOREST LANDS		VILLOTIN COMM. FOREST LANDS		CUTOVER COMM. FOREST LANDS		NON-COMMERCIAL FOREST LANDS			
		Area-Acres 10-A-a-2	M ft. BM 10-A-a-3	Area-Acres 10-A-b-2	M ft. BM 10-A-b-3	Area-Acres 10-A-c-2	M ft. BM 10-A-c-3	Area-Acres 10-A-d-2	M ft. BM 10-A-d-3	Area-Acres 10-A-e-2	M ft. BM 10-A-e-3		
	T	-4	-5	-4	-5	-4	-5	-4	-5	-4	-5	-4	-5
	A	-6	-7	-6	-7	-6	-7	-6	-7	-6	-7	-6	-7
	G	-8	-9	-8	-9	-8	-9	-8	-9	-8	-9	-8	-9

*To - Total, T - Tribal, A - Allotted, G - Government owned
**Reference to page, table, line and column of reports

TIMBER STAND IMPROVEMENT AND REFORESTATION
 ACCOMPLISHMENTS AND BACKLOG
 BY ACREAGE

Area Office State Agency	Thinning and Release		Pruning		Planting		Seeding		Other	
	Accomplished C.Y. _____	Backlog end of C.Y. _____	Accomplished C.Y. _____	Backlog end of C.Y. _____	Accomplished C.Y. _____	Backlog end of C.Y. _____	Accomplished C.Y. _____	Backlog end of C.Y. _____	Accomplished C.Y. _____	Backlog end of C.Y. _____

SUMMARY OF ALL TIMBER CUT

FORM BIA - 5313
 May, 1970

GPO 687-686-4

	TOTAL		TRIBAL		ALLOTTED		GOV'T. OWNED	
	Volume M. ft. BM	Value	Volume M. ft. BM	Value	Volume M. ft. BM	Value	Volume M. ft. BM	Value
1	2	3	4	5	6	7	8	9

A. GRAND TOTAL ALL CUTTING

a. Total								
b. Total Indian								
c. Total Non-Indian								

B. TOTAL SALES FOR CASH-CONTRACT & PERMIT

a. Total								
b. Total Indian								
c. Total Non-Indian								

C. TOTAL FREE USE BY INDIANS-WITH & WITHOUT PERMIT

a. Total								
----------	--	--	--	--	--	--	--	--

D. CUT IN TRESPASS

a. Total								
b. Total Indian								
c. Total Non-Indian								

E. AVERAGE STUMPAGE RATES

a. Total All Cutting	\$	Per M
b. Contract Sales	\$	Per M
c. Paid Permit Sales	\$	Per M
d. Free Use	\$	Per M
e. Trespass	\$	Per M

Receipts during year from trespass cutting \$ _____

Reservation _____

Agency _____

to

(Title)

Approved by _____

(Title)

Prepared by _____

11 Timber Stand Improvement and Restoration Accomplishments and Backlog by Acreage

10 Timber Resource Data

5 Annual Fire Report

4 Timber Cut Other Than Under Contract

3 Timber Cut Under Contract-by Species

2 Timber Cut Under Contract-by Unit

1 Summary of All Timber Cut

TABLE OF CONTENTS: PAGE NO.

Reservations:

Agency _____

AGENCY ANNUAL REPORT
 BRANCH OF FORESTRY
 CALENDAR YEAR 19__

Report 53-04

UNITED STATES DEPARTMENT OF THE INTERIOR
 BUREAU OF INDIAN AFFAIRS

May 1970

Form BIA - 5313

TIMBER CUT UNDER CONTRACT - BY UNITS

All volumes to nearest thousand feet BM and values to nearest dollar

Form BIA - 5313
 May, 1970

GPO 887-656-4

UNIT	PURCHASER	TOTAL		TRIBAL		ALLOTTED	
		Volume M. ft. BM 3	Receipts 4	Volume M. ft. BM 5	Receipts 6	Volume, M. ft. BM 7	Receipts 8
1	2						
a. Total							
b. Total Indian							
c. Total Non-Indian							
d. Indian							
e. Non-Indian							
Active contracts at end of year		Contracts approved during the year		Contracts completed during the year		Contracts completed during the year	
f. Number		Number		Number		Number	
g. Volume remaining to be cut		Estimated volume M ft BM		Volume cut, Total*		Volume cut, Total*	
h.		Estimated value		Value, Total*		Value, Total*	

*Total volume and value cut during life of contract

Reservation

Agency

State

TIMBER CUT UNDER CONTRACT - BY SPECIES

Form BIA -5313
 May 1970

All volumes to nearest thousand feet board measure and values to nearest dollar.

GPO 857-686-4

SPECIES	TOTAL			SAWLOGS			OTHER PRODUCTS			
	Volume MBM (4 + 7) 1	Receipts (5 + 9) 2	Average Rate Per M. 3	Volume MBM 4	Receipts 5	Average Rate Per M. 6	Volume MBM (1) Units (2) 7 8		Receipts 9	Average Rate Per M. 10
TOTAL		\$			\$				\$	

(1) Convert to M. ft. board measure from "units" shown in column 8.
 (2) Show unit of measure of sale as "cords", "lineal feet", "pieces", or "number", etc.

Reservation

Agency

State

TIMBER CUT OTHER THAN UNDER CONTRACT.

Form BIA - 5313
 May 1970

GPO 837 - 658 - 4

LAND STATUS	TOTAL					INDIAN				NON-INDIAN				Income
	Volume M. ft. BM		Income or Value		Total	Volume M. ft. BM		Income or Value		Volume M. ft. BM		Income		
	1	2	3	4		5	6	7	8	9	10	11	12	
All volumes in thousand feet BM														
A. TIMBER CUT UNDER PERMIT STUMPAGE CHARGED														
All volumes to nearest dollar														
a. Total														
b. Tribal														
c. Allotted														
d. Govt.-owned														

B. INDIAN FREE USE UNDER PERMIT & TOTAL

a. Total	
b. Tribal	
c. Allotted	
d. Govt	

C. INDIAN FREE USE WITHOUT PERMIT & TOTAL

a. Total	
b. Tribal	
c. Allotted	
d. Govt.-owned	

D. KIND AND AMOUNT OF PRODUCTS SHOWN IN ABOVE TABLES

Item	Logs M ft. BM		Number of Piles		Number of Poles		Number of Posts		Cords of Ruel		Cords of Pulp		Number Stulls & Props	
	Green	Dead	Green	Dead	Green	Dead	Green	Dead	Green	Dead	Green	Dead		
Stumpage rates for principal species for timber products shown above														
Species	Green	Dead	Green	Dead	Green	Dead	Green	Dead	Green	Dead	Green	Dead	Green	Dead

Reservation _____ Agency _____ State _____

TIMBER RESOURCE DATA

Form BIA - 5313

A. FOREST LAND AREA AND VOLUME OF TIMBER

FOREST LANDS CLASSIFICATION	TOTAL		TRIBAL		ALLOTTED		GOVERNMENT OWNED	
	Acres	M ft. BM	Acres	M ft. BM	Acres	M ft. BM	Acres	M ft. BM
1		3	4	5	6	7	8	9
a. All forest lands								
b. All commercial forest lands								
c. Virgin commercial forest lands								
d. Cutover commercial forest lands								
e. Non-commercial forest lands								

B. PREDOMINANT SPECIES

FOREST LANDS CLASSIFICATION	SPECIES - VOLUME M ft. BM	TOTAL
(Enter Species Name) ↓		
a. All forest lands		
b. Commercial forest lands		
c. Non-commercial forest lands		

C. FOREST INVENTORY

Data based on forest inventory

Yes No Date _____

New inventory planned Yes No Date _____

Growth plots installed Yes No Date _____

Remeasurement date _____

D. TIMBER MANAGEMENT PLAN

Prepared Yes No Effective date _____

Date approved _____ Revision date _____ Annual allowable cut (For reservation summary only)

Reservation _____

Agency _____

State _____

TIMBER STAND IMPROVEMENT AND REFORESTATION
 ACCOMPLISHMENTS AND BACKLOG
 BY ACREAGE

ACTIVITY	BACKLOG BEGINNING C.Y. (2)	ACCOMPLISHMENTS BY PROGRAM IDENTIFICATION*/							Total Acres (10)	ACREAGE ACCRUED DURING YEAR (11)	BACKLOG END OF C.Y. (12)
		1 (3)	2 (4)	3 (5)	4 (6)	5 (7)	6 (8)	7 (9)			
Thinning & Release											
Pruning											
Planting											
Seeding											
Other**/											

*/ PROGRAM IDENTIFICATION

1. 1800 Forestry (Do not include any program supervision)
2. Tribal
3. R.O.A. Job Corp Conservation Centers
4. E.O.A. Title 1-B (Work-Training), 1-C (Work-Study), V (Work-Experience)
5. A.C.P. (Agricultural Conservation Program)
6. Public Works
7. Other (Must have footnote identifying program)

**/ IDENTIFY BY FOOTNOTE

Reservation

Agency

State

Form BIA - 5316 (Rev. 9/1981) UNITED STATES DEPARTMENT OF THE INTERIOR
 (See instructions on separate sheet). BUREAU OF INDIAN AFFAIRS

Report No. 53-05
 Transmittal
 Date: _____
 Fiscal Year _____

TRUST SERVICES - FORESTRY
 ANALYSIS OF OBLIGATIONS

PROGRAM ACTIVITY	TOTAL FEDERAL FUNDS	INDIAN FUNDS			TOTAL INDIAN FUNDS
		TRIBAL APPROPRIATED	TRIBAL LOCAL	ALLOTTEES FEES FUNDS	
FORESTRY					
Forest Inventories and Plans					
Forest Development					
Forest Protection					
Timber Sales Administration					
Forest Product Permits					
Tribal Enterprises					
Sub-Total					
Unclassified Work for Others					
Indian Policy Groups					
Contract Monitoring					
Safety Conversions					
Formal Staff Training					
Sub-Total					
GRAND TOTAL FORESTRY					
Forestry Special Services to Timber Purchasers		X X X X	X X X X	X X X X	X X X X
Emergency Presuppression (8860)					
Fire Suppression		X X X X	X X X X	X X X X	X X X X
Emergency Rehabilitation		X X X X	X X X X	X X X X	X X X X
TOTAL EMERGENCY OR DISASTER		X X X X	X X X X	X X X X	X X X X
Funds Transferred Fr. Agriculture					
1954 Forest Pest Control		X X X X	X X X X	X X X X	X X X X
1955 White Pine Blister Rust		X X X X	X X X X	X X X X	X X X X

Identify amounts obligated (that are included in the face of the form) for the following items:

	TOTAL FUNDS		FEDERAL FUNDS			INDIAN FUNDS		
	FEDERAL	INDIAN	FORESTRY	FIRE SUPP.	EMERG. REHAB.	TRIBAL APPROP.	TRIBAL LOCAL	ALLOTTEE FEES
1. Purchased Equipment								
2. Total Contract Amount								
Amount in "Buy Indian" Contr.								

REMARKS: DISTRIBUTED CHARGES: Administrative Support \$ _____, Other \$ _____,
 General Operations \$ _____.

FY _____ VOLUME AND VALUE OF TIMBER CUT ^{1/}	FORESTRY PROGRAM OBLIGATIONS ^{2/}
Volume (MBM): _____	Federal (Budget Activity 3300) \$ _____
Value (\$): _____	Tribal Total:.....\$ _____
	Appro. \$ _____
	Local \$ _____
	Allottees Fees Obligated: \$ _____
	Total Program Obligations \$ _____

	TRIBAL	ALLOTTED	TOTAL
Carry over of fees from FY _____	\$ _____		
Gross Administrative Fees: .. earned FY _____	\$ _____		
(Includes \$ _____ in Trespass Fees)			
Total Administrative Fees Available	\$ _____		
Reduction by reason of fees earned exceeding total program obligations:	\$ _____		
Reduction by reason of investment of fees or authorization for use of fees in the Forestry Program:	\$ _____		
Carry over of Tribal fees for use in FY	\$ _____		
Actual amount of Federal fees earned:.....	\$ _____		

^{1/} Volume and value should include timber cut under contract, paid permit, and special allotment timber cutting permit; but not timber cut in trespass, or free use. For those agencies with timber harvest from FSA lands, identify the volume and value amounts in a footnote.

^{2/} Obligations are obtained from the face of this form from the Total FORESTRY line of the respective Federal, Tribal Appropriated, Tribal Local, and Allottees Fees Funds columns. If the obligations differ from the amount reported on the face of this form, briefly explain this in the "Remarks."

Instructions to accompany analysis of obligations Form BIA - 5316 (Aug., 1975)

1. Prepare three (3) copies of this form for each Agency and/or Reservation Report (Agency, Area, Washington Office), and two (2) copies for Area Office Reports (Area Office, Washington Office).
2. All funds obligated in FY 1975 (FEDERAL-FORESTRY; FEDERAL-FIRE SUPPRESSION & EMERGENCY REHABILITATION; TRIBAL/APPROPRIATED-FORESTRY; TRIBAL/LOCAL-FORESTRY; ALLOTTEES FUNDS-FORESTRY; FOREST PEST CONTROL, 1954; WHITE PINE BLISTER MUST, 1955) are combined on one page of the Analysis of Obligations Report for a Reservation and/or Agency, and Area.
3. Activities listed are the same as those identified by program activities in 42 BIAM. The Total Obligations on the face of the Analysis of Obligations should agree with the Total Program-Obligations-current year for Element 52 (excepting for the amount of Forestry Special Services to Timber Operators which is reported on a separate line in the report, and for other reimbursables, if any, which should be handled the same way by typing a line entry "Other Reimbursables" after Forestry Special Services to Timber Operators and identify in "Remarks" section of report) plus any Forestry Program Funds Obligated for associated work and identified under other Elements and Components in the Report on Status of Obligations (e.g. Environmental Quality Service, Code 4122; Real Property Management (cruises, land transactions), Code 4262; Resource Improvements (recreation and wildlife), Code 5731).
4. Prorate the distributed charges for Administrative Support (5296) and Other (5297), General Operations (5290), and any Forestry Program Funds Obligated for associated work to the five (5) major Federal Forestry Program Activities (Forest Inventories and Plans, Forest Development, Forest Protection, Timber Sales Administration, and Forest Product Permits) listed on the face of the Analysis of Obligations. Charges to Codes 5296, 5297, and 5290 are to be entered in the "Remarks" section in the spaces provided. Funds obligated for associated work should be identified by type of work and dollar amount in that section also.
5. Identify 8862 Emergency Rehabilitation obligations on the face of the form by fire name, if only one fire is involved; on the reverse of the form in the "Remarks" section if more than one fire is involved, with a breakout of the total obligations for each fire.
6. Two (2) items of information are requested on the back of the form. Obligations for Purchased Equipment and for services acquired or projects accomplished via contract, with a breakout of the amount under "Buy Indian" contracts. If no funds were obligated, write the word "None" in the space(s) provided.
7. Volume and value of timber cut, obligations, and fees information should be inserted on the reverse of the form in the spaces provided.
8. The format for reporting Administrative Fees is revised to show a breakdown of Tribal and Allotted fees earned. A line is added to report the FY carry over of fees for use in the next FY which will be available for use through the end of that year. Any balance remaining after that will then be transferred to miscellaneous receipts is the U.S. Treasury, and reported on the back of the Analysis of Obligations Report on the line "Actual amount of Federal fees earned" for that year.
9. Tribal and Allottees funds obligations are to be reported under the same general principles as described for Federal funds. These reports should include as obligations the fees amounts invested in the Forestry Program.

CERTIFICATE OF COMPLETION

This certifies that _____ has successfully completed the FORESTER MANAGERIAL DEVELOPMENT PROGRAM conducted by the Bureau of Indian Affairs from the period _____ to _____.

The above named individual is herewith recognized as a forester possessing demonstrated managerial skills and designates him/her as a highly qualified candidate if he/she should elect to apply for management level positions within the Division of Forestry, Bureau of Indian Affairs.

Assistant Secretary - Indian Affairs