



January 2009

## U.K. Government Reviews Five Forest Certification Schemes to Determine if They Meet Procurement Standard

The government of the United Kingdom (UK) commissioned a review of forest certification schemes to determine compliance of these schemes with governmental timber procurement policies. The Central Point of Expertise on Timber (CPET) began an initial assessment of five forest certification schemes in 2004. This was followed up with a further review in 2006, and CPET will reassess schemes on a biennial basis with the goal of determining which of the most widely used forest certification schemes provide adequate evidence of legality and sustainability. The five schemes examined by CPET were the Forest Stewardship Council (FSC), the Sustainable Forestry Initiative (SFI), the Canadian Standards Association

(CSA), the Pan European Forest Council (PEFC), and the Malaysian Timber Certification Scheme (MITCS).

The May 2006 version of Criteria for Evaluating Certification Schemes was used as the basis for the 2008 review, which presents the current UK government definitions of "legal" and "sustainable" for procurement. These definitions include technical and environmental, but do not include social requirements. As with previous CPET reviews, assessments of certification schemes are made on the basis of certification requirements and do not include on the ground verification.

The results of the 2008 review indicate sustainability from four of the five schemes,

FSC, SFI, CSA, and PEFC. The MTCS system, which was legal in the last assessment, is currently in the process of revising its requirements and the review indicated that the scheme will be sustainable once these revisions are implemented.

During the 2010 review, national schemes which are part of endorsed global programs (such as CSA and SFI under PEFC) will not be assessed individually.

For more information visit:

<http://www.forestnewswatch.com/>

<http://www.afandpa.org/Template.cfm?Section=Home&Template=/PressRelease/PressReleaseDisplay.cfm&PressReleaseID=589>

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## 2009 Starker Lectures to Explore Sustainable Forestry

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CORVALLIS, Ore. – The 2009 Starker Lectures will be held this winter at Oregon State

University, with leading experts discussing issues relating to sustainable forestry.

The title for this year's lectures is "Sustaining Forests,

Homes and Communities." Sustainability will be explored from a broad perspective, from sustainable production and use of forest products to maintaining rural



## Starker Lectures cont.

communities and the working forests on which they depend. Topics will include forest management certification, green building standards and initiatives to support forest-dependent communities.

The presentations, which are free and open to the public, are supported by the OSU College of Forestry and the Oregon Forest Resources Institute, and sponsored by the Starker Family. They honor T.J. and Bruce Starker, prominent leaders in the history of the Oregon forest products industry.

Each presentation will be on a Thursday in Richardson Hall, Room 107, on the OSU campus. The lectures will also be available via streaming video on the web, with more information about the web broadcast, speakers and topics available at <http://starkerlectures.forestry.oregonstate.edu>.



Besides the lectures, a capstone field trip will be held on March 12, titled "A Community of Wood: Corvallis Area and Wood Products Businesses." More details on the field trip will be available on the web.

The presentations and topics include:

Jan. 22 – Jim Brown, Oregon state forester 1986-2003, will speak at 3:30 p.m. on "Sustainability of Forests and Forest Management." He will discuss changing social, economic and environmental influences on forests, and how those influences may affect the sustainability

of forests and the benefits they provide.



Feb. 19 – Jerry Yudelson, with Yudelson Associations of Arizona, will speak at 7 p.m. on "Preparing the Forest Product Industry to Compete in a Sustainable Marketplace." He will discuss

how the forest products industry can position itself to compete in a rapidly developing, sustainable marketplace through innovative building design and wood as a source of energy.

March 5 – Martin Goebel, of Sustainable Northwest in Portland, Ore., will speak at 3:30 p.m. and discuss "Community and Social Sustainability."



## The Quality-Innovation Connection

Over the past 6 months, we have devoted several newsletter articles to topics related to innovation. We began in the May edition by defining innovation and drawing distinctions between innovation and innovativeness. In June we focused on product innovation; in July the emphasis was on business systems innovation. Concepts related to innovation management were present-

ed in September and October. This month, we continue the focus on innovation management by discussing the connections between quality management and innovation.

But first, perhaps we should address the question, why? That is, why focus on the potential linkages between quality and innovation? In short, we believe

doing so will help us address the question posed by at least one reader with regards to managing for innovation, "where should I begin?"

Of course, you could scrap everything you are currently doing as a manager and start 'managing for innovation.' Alternatively, you could take what you're already doing and 'tweak' it. Since most

## Quality-Innovation cont.

companies have some approach, formal or otherwise, to managing for quality, this is one area where managers might be able to adapt their approach to increase innovation performance. The challenge is determining what specific practices to change/adapt and how.

Many of you have responded to a questionnaire we sent this summer that explored the quality-innovation connection. We are exploring the linkages between quality management and innovation using a simple input-output model. The inputs include specific practices within the categories of the Malcolm Baldrige National Quality Award: Leadership, People Management, Customer Focus, Strategic Planning, Process Management, and Information & Analysis. The outputs include multiple dimensions of Quality

(performance, conformance to specifications, reliability and durability) and Innovation (product, process, and business systems).

We are analyzing the responses now to identify companies that have successfully adapted their approach to quality management to achieve innovation outputs. During the spring of 2009, we will conduct in-depth interviews with a select group of companies to identify best practices. Once we identify those practices we will share them via this newsletter as well as through other publications and presentations.

While we can't yet report on best practices here, ongoing research by others in this field allows us to at least theorize about the results. For example, approaches to Customer Relationship Management

(CRM) vary substantially from company to company. Some companies are primarily reactive; for example, they have a system in-place to respond to customer complaints. Other companies' approach to CRM is more proactive; they periodically contact their customers to assess their satisfaction, identify needs, and adapt their product or service to address those needs – without waiting for customers to complain. It seems likely that companies that take a proactive approach to CRM will be more innovative. We'll let you know whether or not our research indicates if this theory proves to be correct, as well as other practices you might adopt to help your company improve its innovation performance.

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To subscribe to this newsletter send an email to Chris Knowles with "subscribe to newsletter" in the subject line.

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