Missouri Master Logger Certification

2014 Update

Performance Standards Handbook

Developed By:

Missouri Forest Products Association

Renewable Resource Solutions, LLC

Meets American Loggers Council Standards

Missouri Master Logger Certification

PERFORMANCE STANDARDS HANDBOOK

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Dear Logger,

Rising consumer demand for "green" certified products, the image of the logging profession, rising logger liability, and shifting landowner opinions about timber harvest threaten many of Missouri's logging operations. The Missouri Forest Products Association (MFPA) believes that loggers must proactively address these changes to compete nationally and internationally. MFPA developed the Master Logger Certification Program to give Missouri's logging contractors more opportunities in an ever-changing economy.

Consumers, landowners, foresters, mills, and retailers often do not understand what loggers already know and do in the forests. Missouri Master Logger Certification (MOML) relies on a field assessment process to document a logger's knowledge, skills, and harvesting practices using a set of performance standards. This assessment and the resulting Master Logger Certification will give loggers a professional advantage and economic incentive to convince landowners to sustainably harvest their timber by employing a Master Logger.

MFPA's commitment to implementing Missouri Master Logger Certification is strong and will continue to be for years to come. MFPA relies on the Missouri Logging Council for oversight of the program in compliance with the American Loggers Council.

MFPA enlisted the help of Renewable Resource Solutions, LLC to assist in implementing the Master Logger Certification Program.

CONTEXT

The wood products industry has been under intense scrutiny in recent years as environmentalists, consumers, landowners, and policy makers have sought to achieve a balance between production, the stability of resource-based economies, and the long-term sustainability of our nation's forests. A number of initiatives have resulted, with the focus primarily upon the land management and production practices of wood product industries and the safety of individual loggers.

The Forest Stewardship Council (FSC), and Canadian Standards Association (CSA) certify that wood product industries are managing their lands in a manner that will not jeopardize the availability of forest resources for future generations. The International Standardization Organization (ISO 14001) certifies production practices, ensuring that mills are operated in a safe and efficient manner. The Professional Timber Harvester provides training to Missouri loggers for safety, production, and business practices. While these initiatives have led to improvements, one element of the wood product industry remains largely unmonitored. Wood harvesting companies, ranging from sole proprietors to large-scale businesses with multiple employees, have perhaps the greatest direct impact on the health of the forest ecosystem. Their operations supply raw material for wood product companies, but they also have the potential to preserve or compromise water and soil quality, wildlife habitat, biodiversity, and forest aesthetics.

Recognizing the need to certify wood harvesting companies, the MFPA began to develop a certification program in 2008.

The process of developing and implementing the Master Logger Certification Program has been a learning experience for all involved. There have been a number of changes made along the way and, at present, MOML companies must demonstrate their commitment to the vision, principles, and performance standards required for certification. An MOML template was submitted for approval by the American Loggers Council (ALC) in the fall of 2008.

The MOML program will continue to be updated and improved to meet the needs of Missouri Master Loggers and maintain the support and approval of the ALC. This process is ongoing, with input from the Certifying Board at every meeting and requests for feedback from all Master Logger applicants during and after the certification process. Field verifiers are encouraged to evaluate and critique the program on a continuous basis. Input has also been sought from forest industry and forest agency representatives.

THIRD PARTY CERTIFICATION PROCESS

Step One

The logging company, be it a sole proprietorship or a contractor with employees, makes the decision to seek Master Logger Certification (MOML). The company contacts the MOML Administrator who then sends out a complete readiness packet outlining expectations and standards. If still interested, the company schedules an on-site interview during which the performance standards are detailed, the commitment to superior management practice is defined, 5 past and current harvest sites are identified, and 3 professional references are obtained. The interviewer documents the interview and it becomes Part I of the MOML application packet submitted to the Certifying Board. Part I of the MOML application includes: (1) the written interview, (2) a company profile, (3) documentation of reference checks, and (4) a background check of the company's compliance with business and natural resource laws. In order to maintain confidentiality and impartiality, applicant companies are assigned a number code, which is used as an identifier in all application materials. The certifying board will only know the applicant by a number and only the MOML coordinator and verifiers will know the company's name.

Step Two

Two MOML accredited field verifiers are assigned to each company to visit 3 coded harvest sites in order to rate the consistency of harvest practices and ensure that the company meets MOML performance standards. Verifiers and applicants are matched to avoid real or perceived bias. Each field verifier completes his or her own consensus report based upon individual site worksheets. This consensus report becomes Part II of the MOML application packet. Part II of the MOML application includes: (1) the report of accredited field verifier #1, (2) the report of accredited field verifier #2, and (3) the report of a third accredited field verifier is present if the coordinator feels it is necessary for further clarification.

Step Three

The company is sent a copy of Parts I and II of the MOML application to review for accuracy. If the company wishes to explain any conclusion, their comments must be submitted in writing. These comments/challenges will be included in the application packet that goes to the Certifying Board. The company then signs a Code of Ethics and a release form that indicates a desire to move the application forward to the Certifying Board. Part III of the MOML application includes: (1) comments/corrections submitted by the company, (2) a signed code of ethics, and (3) a signed release form permitting the submission of the application to the Certifying Board.

Step Four

Each company's application is copied (approximately 35-40 pages) and sent to each member of the MOML Certifying Board.

This Certifying Board is a multi-stakeholder board of eight individuals, each with no conflicting interest(s) and expertise in one or more aspects of natural resource management and rural economic development.

Step Five

The Certifying Board meeting is held and each application is thoroughly reviewed. If issues are unresolved on a particular goal area, another field verifier can be sent out to review harvest sites before a vote for acceptance is taken. All applications must have a unanimous vote of acceptance from the Certifying Board.

Step Six

Newly certified MOML companies are announced at a public reception or in mass distribution of an official announcement. Missouri Master Loggers will be recertified every two years following Steps Two through Five.

ACCREDITATION OF FIELD VERIFIERS

MOML verifiers are accredited and selected by the MOML administration to conduct independent assessments and interviews of MOML applicants. Job shadowing, support for continuous education, workshops and regular consultation and performance evaluation comprise the toolkit for ensuring that the MOML verifiers pool understand the scope of their role within the program as well as for assessing the quality of their work. The current MOML Verifier Procedures Manual, which reflects the content of MOML accreditation procedures, is copied below.

MOML Verifier Role

The role of MOML Verifiers has been carefully designed to ensure appropriate checks and balances throughout the certification process for MOML applicants. Understanding of and respect for the parameters of this role is the defining responsibility of an MOML Verifier. Essential qualities of a verifier are to be objective and unbiased, as well as being able to keep all information obtained through the field inspections confidential. A MOML Verifier must commit to the following:

OBJECTIVELY FILLING OUT FIELD INSPECTION FORMS

Site Inspection forms are provided for efficient recording of field observations. They become an official part of each applicant's application record and reflect the real-time observations of the MOML Verifier at selected sites. They are the primary data that reports are based upon and therefore should be thorough, comprehensible, and verifiable. MOML Verifiers are responsible for continuous improvement of their field knowledge and observation skills as well as for obtaining and using any necessary tools (intellectual or material) for measuring an applicant's performance relative to MOML standards. High-quality site inspections and data recording depend on advanced familiarity with the MOML standards within MOML Inspection Reports. MOML Verifiers are also responsible for developing a thorough knowledge of and facility with these standards.

MAINTAINING HIGH QUALITY OF VERIFIER FIELD INSPECTION REPORTS

MOML Verifiers must enter information for each item on the verifier's report, which includes choosing a checkbox in each applicable case. Substantial supporting detail, drawn from Site Inspection forms and accompanying photos should be provided as illustration and evidence of each claim made by an MOML Verifier regarding an applicant's performance relative to MOML Harvest Responsibilities and Indicators. The Verifier's decisions about whether an applicant does or does not meet given MOML harvest goals and indicators is based on their professional expertise and becomes the advisory context for the MOML Certification Board's deliberations. Verifiers' judgments do not, however, represent certification decisions, and it is for this reason that the MOML Certification Board needs as much data and illustration as possible to make decisions on each applicant.

FILING COMPLETE INSPECTION REPORTS IN A TIMELY MANNER

MOML Verifiers are charged with understanding the requirements of their fieldwork and reporting and for submitting all work before deadlines. Missed deadlines result in substantial additional financial costs for the MOML program and erode the professionalism of the program and its staff.

COMMUNICATING QUESTIONS AND CONCERNS

The MOML Coordinator is the official liaison among MOML staff, administration, Board members, companies, applicants, and other interested parties. In order to maintain the intentional Third-party approved structure of the program as well as strict confidentiality for those involved in the MOML program, all communication related to program operations, applicants, and MOML companies should be directed to the Coordinator.

(MOML Verifier Role Continued…)

BEING INDEPENDENT INSPECTORS

When hired as a contractor to work on an assessment, your main objective is to conduct an independent evaluation of professional logging practices, and then produce a report of your findings for an applicant operation. Therefore, your analysis and judgment influence the certification decision, determine the extent of change required, and ultimately help applicant operations move towards sustainability. Upholding professional ethics and using common sense is the basis for verifier conduct. MOML expects its verifiers to observe a set of norms to which you may not be accustomed to as contractors, mainly:

- Verifiers are not to act as contractors to the applicant operation, i.e., you are not paid to offer opinions on how to perform certain tasks, rather, to evaluate performance.
- During the field assessment process, verifiers must not tell staff of an applicant operation to implement a specific technique or action, prescribe recommended treatments on a case-by-case basis, or otherwise directly implement work necessary to meet the certification standards; however, verifiers are encouraged to provide suggestions or recommendations, for example, as to contact persons on forestry practices, harvesting equipment options, alternative management techniques, etc.
- MOML Verifiers will be evaluated by the MOML Coordinator based on the preceding criteria in addition to other measures, such as adherence to confidentiality procedures and conduct in the field.

MASTER LOGGER CERTIFICATION: REINVENTING A PROFESSION

Desired Outcomes

- Ethics embedded in consistent harvesting practices
- Partnership between all parties involved in forest management
- Continuous improvement as a basis for problem solving and decision making models
- Principles developed and reinforced as they emerge in the field
- Ability to demonstrate performance standards to an independent third party in order to achieve certification status
- Transparent logging operations (What you see is what you get)
- Professional recognition

A Bold New Way of Doing Business

Without Master Logger Certification	With Master Logger Certification
➢ Training without measurement of performance	➢ Certifying the harvest, safety, and business practices of the company
➢ Timber products are the only value	➢ Multiple-values planned for and achieved
➢ Income tied to commodity pricing and cutting corners	➢ Income tied to commodity pricing and the quality of service provided
➢ Paid by the ton, cord, or board feet	➢ Paid for extraction and quality of performance to standards
➢ Production worker in a "forest factory"	➢ Knowledge-based profession
➢ Driven by regulations and production rate	➢ Evaluated according to vision and principles

WHAT IS MASTER LOGGER CERTIFICATION?

Master Logger Certification will…

- Assess and document the harvest practices loggers are currently using in the forest.
- Serve as an organizing tool for loggers to gain economic leverage.
- Be at the next level of professional development, thereby creating a career ladder within the logging industry.
- Ensure that professional loggers are rewarded for doing what they already do.

How does MOML Differ from Training Programs?

Master Logger Certification…

- Is not an educational or training program.
- Does require training that is already the industry standard.
- Is an on-the-ground assessment of harvesting practices.

Why Should I Become A Master Logger?

By becoming a Master Logger, you will…

- Promote the profession of wood harvesting as a key element to business success in Missouri.
- Make it clear that loggers are environmentalists at the tree, spending their work time in the forest.
- Gain economic leverage by marketing what I know and do.
- Clearly define my role as an independent contractor.
- Gain reciprocity for harvesting timber across state lines and certification programs.
- Document my use of certified logging practices and be compensated accordingly.

NEED FOR THE MASTER LOGGER CERTIFICATION

The forest products industry has changed dramatically in the last ten years with foreign competition, certification programs, and the concern by many private landowners to address multiple values.

Due to these and other changes detailed in this proposal, MFPA made a decision to investigate a new performance bar that would certify harvesting practices and bring the logging profession into the 21st century by detailing what loggers need to know and be able to do. This program is called Master Logger Certification and is an assessment process of seven areas of responsibility, which relate to the top certification programs being used by the industry in the US/Canada.

The logging profession has suffered through the work of non-professionals who work as part-time loggers for spare cash or those who cut wood to supply mills that do not document if the seller used sustainable harvesting practices in obtaining the raw product. Logging is one of the most dangerous professions in the United States. Full-time loggers are professionals who make the majority of their annual income from harvesting timber on private land, and who hire employees or subcontractors to keep the $4 billion dollar forest industry in Missouri viable.

The importance of professional loggers to the economic health and credibility of the forest industry cannot be underestimated. Many people believe the consumer is only interested in a company's ability to be certified on their land management holdings. It's anticipated that as the consumer becomes more knowledgeable about regenerating and reforesting lands, they will ask for a sustainable prescription to be verified by foresters, harvesting practices to be certified as sustainable, and delivery of raw product from forest to mill as safe. As ecological processes and patterns become important to consumers, so too will the chain of custody of the product from tree to completed product.

MFPA feels it is important to begin the process the construction industry started 20 years ago, documenting the knowledge and skills needed to be a professional and creating a career ladder within the profession for new workers and youth.

This new logger model is designed to reward the professional logger. Loggers are not responsible for the "why" or the "what" of forestry, but they are responsible for the "how". The consistency of excellent harvesting practices from tree to roadside will only increase the safety on the ground, safety for the logger, and safety for the environment.

The Master Logger program in the context of sustainable forest management can create changes in the logging industry, such as:

- Better negotiation with long term Stewardship contracts in order to bring consistency to harvesting practices on the landscape rather than payment solely by the ton, cord, or board foot.

- Acknowledgement by the public and the industry as to what loggers have measurably added to the sustainability of the forest.

- The ability to maintain solvency, making a reasonable profit, and creating an employment environment, which has career ladders and opportunity for increase in hourly wage.

What is needed for professional loggers to thrive in this current economy?

Professional loggers are independent contractors who move raw forest products from tree to mill. Professional haulers may then move the raw product from roadside to mill. Without these two primary inputs to the economic chain of custody of raw forest products, the mills shut down as well as the secondary wood product industry.

In spite of this important role, professional loggers and professional forest haulers often are seen as dispensable and replaceable. Their partnership role with industry can be improved. The role loggers play in forest sustainability has not been recognized by the environmental movement or the consumer. As independent contractors with industry and as those people who are primary to sustainability, we have positive and equal partnerships as business people with industry, and are ready as a profession for the need for improved timber harvesting.

Why do professional loggers have to do anything to improve their economic profile?

Just as the construction industry had to face raising the bar of professionalism and creating internal career ladders, so too must Missouri loggers.

- Landownership patterns which are for the short-term investment gains more than long-term sustainability.
- Environmental regulations are monitored not only by government agencies, but also by environmental organizations.
- Demand is increasing from retailers and consumers for "green" product assurance.
- Liability for the independent contractor is increasing, never decreasing, and more responsibility moving to independent contractors in the woods than back to industry.

What has been developed and implemented?

MFPA has implemented a Master Logger Certification Program using third party certification to grant professional loggers the acknowledgement of what they know and can do as a partner in addressing the issues outlined above. This program has seven areas of responsibility and approximately 68 performance standards, which will be assessed by a team of verifiers before granting certification. Upon gaining certification, inspections will continue every two years in order to keep Master Logger designation. A peer-mentoring program is suggested be in place in order to prepare any logger who wants this status as a Master Logger.

This is not an educational program in the traditional sense. This is not a program that pulls loggers out of the woods to learn; this is a program which goes into the woods using skilled, experienced verifiers, and assesses the knowledge and skills of a logger. These seven areas also cover what is expected for employees and subcontractors working for Master Loggers. These seven areas also address the concerns of consumers for "green" product development, the aesthetics of forests.

A NEW MODEL OF ETHICS FOR THE FOREST INDUSTRY

Vision

MFPA's vision insists on a high quality of life for members and their family through a financially thriving enterprise of harvesting timber. In return, each member ensures that the harvesting of timber is based on the highest ethical standards for generating a continuously improving, working forest in the state of Missouri.

Ethical Model to Support this Vision

Usually, when we reach for ethics we want rules, standards, and principles. We want to know what the right thing to do in a given situation is in order to get through the situation safely without making mistakes. We appeal to ethics because we want a tool we can use to make others behave the way we want them to behave. We want to get people to do what we think they should do. This creates the "us" and "them" scenario found in every social issue. However, this kind of thinking does not develop ethical ways of acting, and typically develops a victim who is held accountable.

Principles cannot guarantee good behavior. If someone is not acting already with integrity, principles are useless. In fact, principles can be a smoke screen, which effectively hides the poor behaviors because people who insisted on the principles assume they are being followed. Principles and rules often do not tell us how to apply them. Disagreements develop from expectations not made clear in the principles.

Appealing to principles without knowing if sufficient efforts have been made to engage people puts ethical results out of reach of everyone. The land of the white hats and black hats with a line in the sand will be the posturing.

Ethics only work if people want ethics to work. At the heart of the old model of ethics is a dominance and subordination role-play. The old model builds on group control rather than promoting individual integrity. This model of ethics undermines rather than promotes individual moral responsibility.

A new model of ethics for the 21st century creates an environment where individuals are making choices, judgments, and acting with new knowledge, which they prioritize and personally own. This model enables and develops individual integrity, and through associations, relates the individual development to others. This is an ethic, which is both individualized and relational. This model also allows the individual to make ethical choices. This is called developing options of choice under abnormal circumstances. The individual says, "Though I am not in control of this situation, I can make the choice about how I will care and act.

There is risk, but choice allows creative strategies to develop rather than demoralization and constant sacrifice. The complexity of possible choices focuses the individual's attention on the creativity of the situation, rather than the hopelessness. As individuals develop their own ethical touchstone and find creative ways to act with integrity, the association becomes a healthy environment of sharing strategies. These strategies usually prove to require more integrity than the original principles and rules others try to force on them without input.

The work of an association, its training and education efforts, and its field-based research demand that the individual struggle with making choices within situations of which they are not in control. It is important that the richness which comes from tolerating all the contradictions can lead to a related group doing extraordinary work far beyond the original bar or standard. Individuals can develop strategies to deal with these contradictions without becoming demoralized. We can fall into the trap of saying: "My actions won't matter. I am powerless."

The work of an association is to demonstrate the ability to continue to make choices of integrity, to act within the existing structure and continue to challenge it, and to create meaning through measurable results directly attributable to the individual and group effort.

Master Logger Certification enables a logger to...

Define for consumers what loggers know and are able to do.

Network with other forest professionals in order for them to understand logging concerns.

Educate the public to understand logging as a viable career choice for highly skilled young people.

Work to increase the profit margin by utilizing ecologically sound harvest practices, managing risk, and negotiating Stewardship Contracts based on landscape management strategies.

Educate local communities regarding the secondary income benefits of natural resource based businesses.

Develop a viable career ladder within the logging profession based upon skill and knowledge performance similar to the construction industry.

ASSUMPTIONS OF COMMITMENT BY STAKEHOLDERS

We are all committed to:

- Clean water
- A healthy forest ecosystem
- A multiple use policy
- A sustainable wood supply
- A thriving economy and career opportunities in our forest communities
- A sustainable wood demand

Landowners we work with are committed to:

- Protecting soil and water quality
- Protecting wildlife habitat and all state and federal measures
- Using the services of qualified professionals
- Using and paying for BMPs as needed
- Creating sustainable forest plans in relation to the need to sell timber and meet consumer demand
- Identifying and protecting special and unique sites as the harvest proceeds

Foresters we work with are committed to:

- Creating a positive working partnership with logging crews, contractors, and neighboring property owners
- Coordinating harvest methods, age classes, and judicious placement of harvest units to promote habitat and diversity in the landscape
- Achieving what is good for soil productivity, reforestation, water quality, and the maintenance of habitat with an emphasis based on science
- Marking sites clearly and providing maps to harvesters that are fully approved by the landowner
- Maintaining certified professional status
- Administering sales equally
- Enforcing contract language
- Looking beyond stumpage prices

21ST CENTURY WORKPLACE*

Skills Used By Loggers Daily in Executing the MOML Performance Standards

MASTER LOGGERS CAN…

Solve problems ..... Tolerate stress and resolve conflict

Make decisions ..... Seek and locate additional information

Manage crisis ..... Conduct on-site formative and summative evaluation

Use mathematical estimation ..... Apply training to practical work

Analyze visual data ..... Develop their leadership role

Manage resources and risks ..... Mentor, model, coach, and supervise

Demonstrate flexibility with new ideas and research ..... Demonstrate safe work instincts for self and others

Make judgments with multiple inputs ..... Work alone or as a coordinated team

Exchange roles and cross train ..... Organize business plans on a short and long-term basis

Creative problem solving ..... Implement innovative solutions to new and old problems

*These critical thinking skills are transferable to many professions

The Master Logger Certification is not a designation of smoke and mirrors. It is not a slick, glossy representation of empty promises. These Performance Standards, which support forest certification systems for harvest practices tree to roadside, are done by logging contractors. These logging contractors must successfully balance efficiency and productivity with forest sustainability in order to thrive economically.

The following pages outline what logging contractors must consider in order to develop an accurate economic profile to present in the model Timber Sale contract.

Framework for Economic Profile	Harvest Prescription	Additions to Economic Profile	Economic Profile Credit
➢ Certification requirements ➢ Aesthetics ➢ Public expectations ➢ Landowner expectations – multiple values	➢ By acre ➢ By stand ➢ By landscape ➢ By hour/equipment utilized ➢ By volume	➢ Terrain difficulty ➢ Type, species, and volume ➢ % of removal ➢ Travel time between trees ➢ % of large crown trees in the stand ➢ Amount of understory cleaned out ➢ Density of tree branches ➢ Short term service contract/emergency or fill in ➢ Low stumps ➢ Removal of debris ➢ Post-harvest activity of landings ➢ Road construction/maintenance	Forester prescription ➢ Layout ➢ Number of hours in the field ➢ Type of assistance Road infrastructure ➢ Conditions ➢ Ease of access

COST FACTORS FOR LOGGING CONTRACTORS

Equipment (x pieces of equipment)

- Payment
- Insurance
- Parts availability
- Per hour rate of repairs
- Idle time between jobs
- Depreciation per hour of utilization
- Fuel costs
- Fluids
- Tax, registration, plates
- Replacement fund

Employees (x number of employees)

- Per hour rate
- Worker compensation
- Health insurance and other benefits
- Training investment
- Overtime average
- Shift differential
- Association/affiliation dues
- Safety equipment
- Safety training
- Record keeping/safety supervision costs

Contractor

- Company vehicles and insurance
- Bookkeeping
- Taxes
- Unanticipated expense (i.e. increased fuel costs)
- Supervision
- Business management
- Payroll
- Office costs (phone, copier, etc.)
- Office equipment payments
- Insurance
- Association dues
- Professional development
- Professional leadership (time and travel)
- Safety compliance costs
- Permit costs
- Property taxes
- Snow plowing/cutting trails
- Repair facility and storage costs
- Liability insurance
- Subcontracting
- Timber cruising

THE MASTER LOGGER COMMITMENT

The Missouri Master Logger Certification Program maintains a commitment to sustainable forestry and an equal partnership between the Master Logger, forester, landowner, and/or landowner's agent. Wood procurement requirements, which provide equal partnership, environmental integrity and sustainable forestry practices include adherence to the seven areas of responsibility and performance standards.

The Master Logger will provide documentation for the following:

Training

- All logging company employees and subcontractors have completed logger training programs, which have been approved by the program administrator.
- New employees will receive training.

Environment

- Compliance with all Federal, State, and local laws and regulations applicable to timber harvesting and road/land construction.
- Maintain all logging, transport, and support equipment in a condition that ensures environmental protection.
- Compliance with all BMP's relating to harvesting and road/landing construction on all logging sites.

Independent Contractor:

- The economic profile will be developed through two-way negotiation.
- The Master Logger will direct all operations so the forest management/harvest plan objectives of the landowner are met.
- The Master Logger will reserve the right to halt operations during periods of unfavorable weather conditions.
- The Master Logger will only purchase stumpage that will be harvested in compliance with the seven areas of responsibility and performance standards.
- Promoting continuous improvement, a two-way evaluation process will be developed on a formative and summative basis, using both quantitative and qualitative indicators.

Insurance:

- The Master Logger will provide adequate coverage's that comply with Missouri State Law.

DEFINITIONS

MISSOURI WATERSHED PROTECTION PRACTICE ..... Missouri Watershed Protection Practice for water quality was developed to achieve reduction of erosion and sedimentation of water bodies.

CERTIFICATION ..... Voluntary or designated authority which verifies conformity to a standard or system of standards.

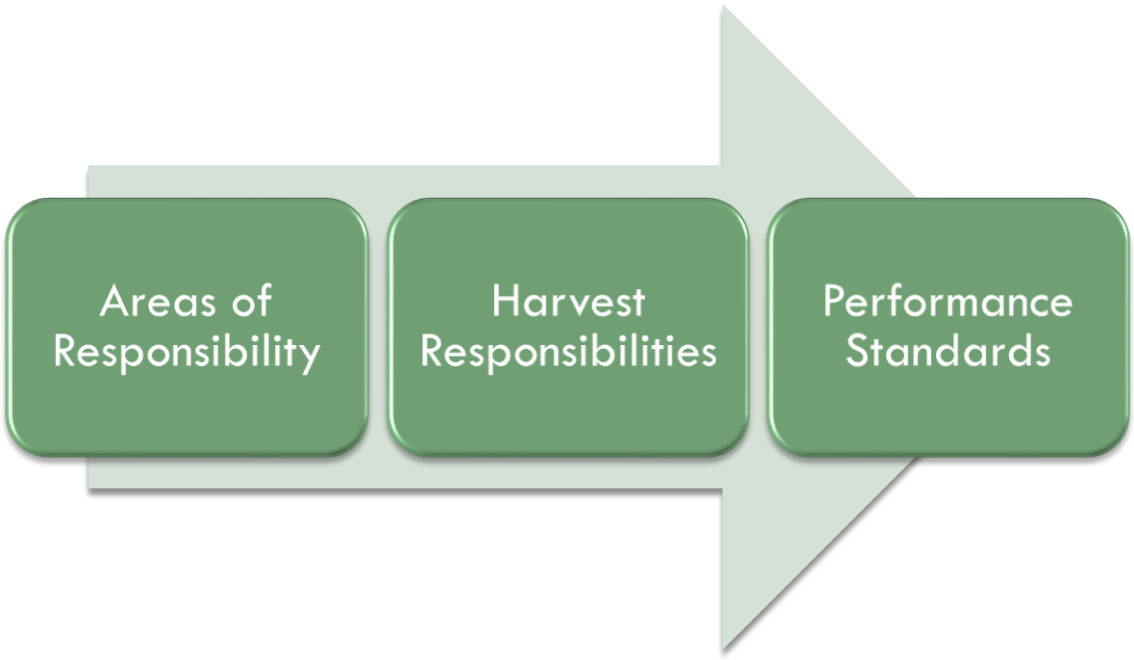
MASTER LOGGER ..... Designation awarded after field-based assessment has been completed by third party. This voluntary designation indicates intent to support from tree to roadside the chain of custody of wood for certification purposes. This designation is not based on knowledge and skill only, but on actual harvesting practices.

CHAIN OF CUSTODY ..... Seller assures buyer that the certified product's history is known and monitored according to specified standards from tree to end product.

PERFORMANCE STANDARD ..... A measure of value done quantitatively and/or qualitatively to document through suggested key activities the concrete accomplishment of the standard.

MISSOURI MASTER LOGGER CERTIFICATION

AREAS OF RESPONSIBILITY, PERFORMANCE STANDARDS, AND PRACTICES



In order to provide logging companies with a definitive, measurable means of achieving certification, MOML developed seven goals, the end to which all efforts of harvesting are directed. The Areas of Responsibility are further defined by specific harvest responsibilities, each with their own set of performance standards. These standards, when met, enable a company to achieve the Seven Areas of Responsibility and earn MOML certification.

Vision

Loggers are the tools through which our forests are sustainably managed to meet society's needs today and into the future.

Purposes

- To implement and continuously improve Master Logger Certification Programs
- To provide certified resource management services to logger landowners and their customers
- To administer wood custody documentation for the Master Logger Certification Program
- To develop superior performance-based training
- To translate research for on the ground implementation

Principles

- **Empowering Landowners** to articulate multiuse goals for the health of their land and their family legacy
- **Maintaining Native Species,** understanding that human goals are dependent upon the success of all species
- **Protecting Water Quality,** understanding that it is the basic ingredient for all life
- **Conserving Forest and Aquatic Habitats,** respecting the water, soil, air, plants, and processes that sustain them
- **Enhancing the Forest Ecosystem,** promoting connected habitats across the landscape
- **Supporting Exemplary Forest Professionals,** acknowledging those who are highly trained and accepting of third party certification
- **Minimizing Negative Impacts to the Forest,** reducing disturbance and avoiding damage to that which remains
- **Increasing Partnerships,** acknowledging common goals between landowners, loggers, foresters, and ecologists
- **Strengthening Forest Communities,** highlighting the vital role of natural resources to the long term economic success of the State of Missouri
- **Guaranteeing Transparency,** allowing anyone to assess our processes
- **Cultivating Legacy Through Integrity,** demonstrating the land ethic of mutual benefit and challenging others to do the same
- **Ensuring Continuous Improvement,** providing performance-based training

Area 1: Protecting Soil Productivity and Water Quality

1. **Harvest Responsibility: Roads are to be designed and laid out to minimize rutting and soil erosion according to the Missouri Watershed Protection Practice guidelines and Forest Management for Missouri Landowners handbook.**

   Performance Standards:

   1.1.a. Road system is planned to minimize total area disturbed
   1.1.b. Road surfaces are out-sloped, in-sloped, or crowned, as appropriate for drainage
   1.1.c. Roads are located on well-drained soils, above floodplains and wet areas
   1.1.d. All roads have appropriate drainage structures that are properly installed, accounting for steep slopes
   1.1.e. Roads follow natural contours
   1.1.f. Road grades are less than 8% where possible
   1.1.g. Culverts have proper location, size, length, fill, riprap, etc.
   1.1.h. Existing roads have been relocated to improve access and/or reduce environmental impacts
   1.1.i. Existing roads have been improved to provide adequate drainage and safety
   1.1.j. Exposed soil areas are leveled and seeded post-harvest
   1.1.k. Properly sized culverts are installed where permanent logging roads cross streams
   1.1.l. All crossings are located at right angles to the stream channel and where the bottom is hard and relatively level
   1.1.m. Roads are constructed with gradual curves wide enough for heavy equipment operation
   1.1.n. Road beds are surfaced with gravel where necessary for the support of heavy equipment and for erosion protection
   1.1.o. Roads are free of logging debris
   1.1.p. Shading trees have been removed along roads as needed to expose the road to sunlight and air movement
   1.1.q. Logging debris is piled on the lower side of fill slopes to restrict soil movement
   1.1.r. Broad base dips located at the proper intervals to channel water across the road
   1.1.s. Water bars used when retiring temporary access roads
   1.1.t. Water turnouts constructed that divert water from roadside drainage ditches

2. **Harvest Responsibility: Landings are to be designed and laid out to minimize rutting and soil erosion according to the Missouri Watershed Protection Practice guidelines and Forest Management for Missouri Landowners handbook.**

   Performance Standards:

   1.2.a. Landings are located on stable, adequately drained soils, with skidding directed away from stream course
   1.2.b. Log landings are sized to accommodate onsite loading activities
   1.2.c. Soil erosion issues are addressed at sale closeout
   1.2.d. Portable sawmills are located away from streams or other bodies of water

3. **Harvest Responsibility: Skidding/Forwarding is conducted to minimize rutting, erosion, and soil compaction according to the Missouri Watershed Protection Practice guidelines and Forest Management for Missouri Landowners handbook.**

   Performance Standards:

   1.3.a. Topography was considered in skid trail layout to avoid steep and wet areas
   1.3.b. Steep or wet trails are stabilized with tops
   1.3.c. Sensitive areas are operated when ground is dry
   1.3.d. Water diversions are used when necessary (water bars)
   1.3.e. Tops and slash are used to reduce soil compaction and rutting on steep, soft, or wet areas
   1.3.f. Rutting from skidding is not excessive
   1.3.g. Skidding is concentrated or dispersed, depending on soil disturbance or protection needs, and on silvicultural objectives

4. **Harvest Responsibility: Stream crossings are in compliance with the Missouri Watershed Protection Practice guidelines.**
   Performance Standards:
   - 1.4.a. Number of stream crossings is minimized
   - 1.4.b. Stream crossing is properly located
   - 1.4.c. Stream crossing is properly constructed to minimize runoff into the stream in accordance to the Missouri Watershed Protection Practices (MWPP) guidelines
   - 1.4.d. Water diversions have been installed to keep road drainage out of stream
   - 1.4.e. Culverts have proper size, length, placement, fill, riprap, etc.
   - 1.4.f. Stream banks and stream channel integrity have been maintained and protected
   - 1.4.g. All exposed soil immediately stabilized by using mulch and grass seed where practical on roads within the Streamside Zone
   - 1.4.h. Cut/fill slopes near or in Streamside Zones are properly stabilized

5. **Harvest Responsibility: Streamside Zones, streams, lakes, caves, and springs are addressed per the Missouri Watershed Protection Practice guidelines.**
   Performance Standards:
   - 1.5.a. Streamside Zones, both primary and secondary, are identified and established
   - 1.5.b. Harvesting is timed for appropriate conditions to minimize rutting and compaction damage
   - 1.5.c. Slash from felling operations is kept out of streams and lakes
   - 1.5.d. Logger used set-backs from streams, lakes, shorelines, ponds, and wet areas per MWPP
   - 1.5.e. Logger left trees of appropriate species and stocking within SZ to comply with MWPP guidelines
   - 1.5.f. Intermittent streams that have evidence of periodic water flow, bank erosion, and aquatic life will have harvesting limitations that preclude only harvesting a maximum of one-half of the trees within 25' of each bank

6. **Harvest Responsibility: Spill plan is developed**
   Performance Standards:
   - 1.6.a. Spill plan is in place and known by all workers (includes materials to contain or clean-up spills)

Area 2: Complying with Government Regulations for Logging

1. **Harvest Responsibility: All required reports are filed with the appropriate governmental agencies; all plans and policies will adhere to appropriate government standards and regulations; all required permits are obtained; worker compensation insurance is in place in accordance with state law.**
   Performance Standards:
   - 2.1.a. Adheres to all applicable pollution incident prevention requirements
   - 2.1. b. Stream crossing and other required permits are properly posted
   - 2.1. c. Known cultural resources are identified and protected
   - 2.1. d. Worker comp insurance in place for all employees (in accordance with state law)
   - 2.1. e. Employer/subcontractor regulations are complied with

2. **Harvest Responsibility: If no forest management plan exists, the logging company creates a harvest operations plan based upon landowner objectives and in compliance with all federal, state, and local laws.**
   Performance Standards:
   - 2.2 a Harvest operation plans based on landowner objectives are in writing.
   - 2.2 b A timber sale agreement signed by all involved parties is secured
   - 2.2 c All harvest operations plans are consistent with MOML Goals 2, 3, 4, & 5
   - 2.2 d Property boundaries and limits of the harvest area are clearly marked and shown on the harvest operations plan
   - 2.2 e Any amendments to the harvest operations plan are noted and initialed by all parties

2.2 f Timeline and equipment choices of the harvest operations plan are communicated to the landowner

2.2 g Ways in which water moves in and around the harvest site during all seasons is fully understood and conforms to the harvest operations timeline

Area 3: Complying with Silvicultural and Utilization Standards

1. **Harvest Responsibility: Conduct timber harvests consistent with landowner objectives within the parameters of the Forest Management for Missouri Landowners handbook; utilize all forest products according to the sale agreement and industry specifications for raw forest products; minimize residual stand damage, plan for natural or artificial regeneration, and protect existing regeneration; meet with landowner or representative to assure contract/harvest plan responsibilities are met.**
   Performance Standards:
   - 3.1.a. A management plan and/or timber sale contract was followed
   - 3.1.b. Harvest objectives of the landowner achieved
   - 3.1.c. Harvest plan and contract is in writing and all amendments to it are initialed by all parties
   - 3.1.d. If it was an intermediate thinning or uneven-aged selection harvest, residual basal areas fall within silvicultural guidelines and acceptable growing stock trees were left*
   - 3.1.e. If it was a final harvest, regeneration was taken into account and a regeneration plan is in place
   - 3.1.f. All merchantable wood utilized down to timber sale contract specifications
   - 3.1.g. Stump pull and split logs are minimal
   - 3.1.h. Felling and skidding damage to residual trees is minimized (roots, bole, crown)
   - 3.1.i. Slash and tops are placed to minimize damage to advanced tree reproduction
   - 3.1.j. Felling operation places cut products where skidder can load without rutting or damage to residual timber
   - 3.1.k. All marked or designated trees are harvested
   - 3.1.l. All down wood has been forwarded/skidded to the landing (completed or inactive sales)
   - 3.1.m. All wood has been hauled from the landing (completed or inactive sales)
   - 3.1.n. All harvesting and residual slash are within sale/property boundaries
   - 3.1.o. High stumps minimized (per contract specifications/12" if not in contract)

*Diameter limit harvesting is highly discouraged; however, if a landowner requests a diameter limit harvest the logger must document the advice he gave the landowner against this type of timber harvest before implementing the landowner's request.

Area 4: Participating in Ongoing Training

1. **Harvest Responsibility: Attend annual training and ensure employees are properly trained.**
   Performance Standards:
   - 4.1.a. Continuing education requirement of MFPA is met
   - 4.1.b. Employer maintains documents that employees have attended proper training
   - 4.1.c. Employees receive training for equipment they operate

Area 5: Employing Aesthetic Management Techniques

1. **Harvest Responsibility: Aesthetic management techniques are used along highways, recreational trails, streams, lakes, and dwellings; landowner specifications in harvest plan/sales agreement are followed; minimize negative visual impacts due to harvesting operations.**
   Performance Standards:
   - 5.1.a. Slash height meets contract specifications
   - 5.1.b. On regeneration harvests, employed irregular boundaries, feathered edges, leave trees or islands have been employed and met landowner's aesthetic goals
   - 5.1.c. Root wads and slash piles on all haul roads are minimized to reduce negative visual impacts

5.1.d. Highway free of mud, debris, and water from site
5.1.e. A mixture of trees with varying ages and sizes are left
5.1.f. Scenic vistas created by harvesting activities
5.1.g. Tree and plant species with visual appeal are encouraged
5.1.h. Uneven aged management used in visually sensitive areas
5.1.i. Size and shape of regeneration areas are varied
5.1.j. Hangers, spring poles and jack straws have been eliminated
5.1.k. Debris removed from all trails, landings and roads
5.1.l. No garbage or waste left on site
5.1.m. Land boundary markers or other unique features or structures are not damaged
5.1.n. Special site considerations are made (geological, historical, archeological, cultural, natural areas, etc.)
5.1.o. Pre and post-harvest meetings held with owner/forester regarding harvesting practices and if applicable, practices are specified

2. **Harvest Responsibility: Protect geological, historical, archeological, cultural, and natural areas; address wildlife habitat of the contract/management plan; identify and address wildlife issues that arise during harvesting operations; known threatened and endangered species concerns are addressed.**
   Performance Standards:
   5.2.a. Snag/cavity tree retention
   5.2.b. Raptor nest tree protection
   5.2.c. Protect springs and seeps
   5.2.d. Protect/buffer streams and lakes
   5.2.e. Protect sensitive habitat (cave openings, wetlands, heron rookeries, etc)
   5.2.f. Known threatened and endangered species concerns are met
   5.2.g. Wildlife guidelines as stated in contract or management plan followed

Area 6: Complying with Logging Safety Standards

1. **Harvest Responsibility: Develop a safety policy and distribute to all employees; use signage to make visitors aware of potential dangers on active sites; rigorously enforce safety rules; hold regularly scheduled safety meetings; safety standards comply with Missouri Administrative Code, 1979 AC R. 408.15101.; address worker safety (including techniques), site safety, fire prevention, machine safety; develop and implement safety plan, safety audits, safety meetings; conform with insurance regulations.**
   Performance Standards:
   6.1.a. Logging Operations/Log Truck signage is posted on active sales
   6.1.b. Appropriate personal protective equipment (PPE) worn for task performed
   6.1.c. No spring poles, leaners, spears, or partial cut-throughs
   6.1.d. Proper fire prevention/suppression equipment is on site
   6.1.e. Emergency information with directions to hospital, emergency phone numbers, etc. is on job site

Area 7: Employing Sound Business Practices

1. **Harvest Responsibility: Has appropriate insurance policies; uses appropriate contracts, agreements, etc.; provides financial security for the business; use record keeping techniques to evaluate all aspects of the business; continually keep abreast of new knowledge and technology.**
   Performance Standards:
   7.1 a. Has contracts with landowners, mills, and employees on file
   7.1 b. Insurance policies for General liability are on file
   7.1 c. Is a member of organization(s) which represent loggers
   7.1 d. Has various records relating to production costs, machine maintenance, etc. on file

7.1 e. Maintains a record of production and marketing of products by the sale
7.1 f. Attends trade shows and association meetings
7.1 g. Subscribes to trade publications
7.1 h. Uses modern technology to communicate (i.e. fax, email, mobile phones, etc.)
7.1 i. Continuous improvement of business and harvesting practices

2. **Harvest Responsibility: Discuss any existing forest management plans with the landowner/forester.**
Performance Standards:
   7.2 a. Landowner has arranged for adequate insurance and has clear title to the land that will be harvested; no title, lease, or easement disputes pending; and no outstanding property taxes
   7.2 b. Meeting conducted with the landowner/forester to determine if a current forest management plan is available
   7.2 c. Applicable elements of the written forest plan are secured by the harvesting company.
   7.2 d. Landowner objectives are made clear and, if they differ from the forest management plan, an addendum is attached and initialed
   7.2 e. Due diligence by the harvesting company assures there are no title, rights, lease, or easement disputes
   7.2 f. Landowner/forester agrees to harvest levels that enable long term fulfillment of the forest management plan

3. **Harvest Responsibility: Conduct a pre-harvest inspection and post-harvest assessment of the site.**
Performance Standards:
   7.3 a. MOML pre-harvest check sheet documents current condition of the parcel including special areas, BMP needs, property boundaries, harvest area boundaries, abutters, and close out procedures
   7.3 b. Impact of previous harvest operations (i.e. old roads, log landings, skid trails, rutting, residual stand damage) is documented on the pre-harvest checklist
   7.3 c. Implementation and closeout of the harvest operations plan are documented on the post-harvest check sheet

PERFORMANCE STANDARDS AND ENFORCEMENT

Criteria for Certification & De-certification

Certification:

Certification is for a period of two years, subject to both random checks and investigation of non-compliance complaints. It is mandatory that an application for consideration be completed and submitted in order to be considered for Master Logger Certification status. The following performance standards are mandatory and must be met to become and remain a Missouri Certified Master Logger:

- No violation of any performance standard that, if violated, would lead to considerable sedimentation or degradation of water resources (or imminent degradation).
- A harvest plan/contract was followed.
- No violation of any performance standard that poses an imminent threat to safety of workers.
- Evidence shall be on file that their Professional Timber Harvester Program continuing education training is current.
- There shall be evidence on file that the applicant complies with worker's compensation, if applicable, and employment, state, and federal laws.
- Insurance policies are/will be in place for general liability.
- Keeps a written contract or agreement on file, with any and all amendments signed by the landowner.

De-certification:

A certified Master Logger may be de-certified at any time by the Certifying Board based upon failure to comply with the mandatory performance standards or the Master Logger program in general. The Certifying Board may also terminate certification when a non-compliance complaint warrants de-certification, or, at a minimum, placing the company on a conditional probation. A toll free number will be used and widely advertised for the public's benefit in reporting perceived non-compliance incidences.

Appeal:

A logger, if unsatisfied with the determination of the MOML Certifying Board to de-certify his or her company may issue a formal appeal with the American Loggers Council in order to attempt to maintain their Master Logger status.

Additional Information About the MOML Program

Adequate Certification and Verification of Performance Standards:

- A program coordinator will be hired.
- All performance standards on the evaluation forms must be addressed during the verification and certifying process.
- Program accountability comes from third party involvement.

An independent third party board, the Missouri Master Logger Certifying Board, will be created. Its membership will consist of at least one person representing each of the following categories:

1. Master Logger
2. Missouri Department of Conservation Forestry Representative
3. Environmental Organization
4. Water and Soil District Representative
5. Primary Mill Representative
6. Private Landowner Representative
7. State Government Representative
8. Wildlife Organization Representative

The applicant shall review the composite report before it is submitted to the Certifying Board. The program director/verifying team may correct errors and consider the appropriateness of other challenges by the applicant and how they might be addressed.

MINIMUM REQUIREMENTS FOR CERTIFICATION:

- Application must be filled out and logger must meet the minimum standards on the application.
- Application fee must be received.
- All mandatory performance standards must be met.
- Decision of certification of an applicant is made by the Certifying Board based on the interview, verification reports, and logger responses.
- The Certifying Board is the final arbiter of all decisions to certify/de-certify

INTERVIEW:

- An intensive interview will be conducted by the program director or their designee for the purpose of fully explaining the Master Logger Certification Program, establishing compliance with standards not readily available in the field, and gathering general demographic information.

SAMPLING:

- Five sales will be submitted of which three will be selected for field inspection.
- At least one inspected sale must be an active sale and the others should have occurred within the past year or so.
- The sales submitted must include sales in which Goal 1 (Water Quality and Soil Productivity), Goal 2 (Forest Management Practices), and Goal 3 (Safety), issues are present. They need not all be present on each sale.
- A random traverse of the entire sale with special emphasis on potential problem areas will be made.

VERIFIERS:

- Criteria for being a verifier: must have in-woods experience and have creditability among the forestry and logging community (once the program is operational, logger verifiers will be Master Loggers)
- Will be selected by the program coordinator.
- The program director will establish a training program for the verifiers[1].
- An inspection protocol will be developed to insure equitable inspections.
- Sales agreements should contain language that alerts the landowner that there is a possibility that their sale could be inspected as part of the Master Logger Certification process.
- The program director shall be responsible for reviewing and evaluating the performance of individual verifiers.
- Certifying Board will give feedback on the reporting of the verifiers, along with suggestions for improvement.
- Verifiers shall work in teams of two who each independently evaluate a sale during the same visit.
- Teams shall ideally consist of at least one logger and one resource professional (forester, biologist).
- Verifiers will not inspect any applicant with whom they have had or have beyond casual association.

CERTIFYING BOARD PROCEDURE:

- Receives packets on each applicant at least two weeks prior to board meeting.
- Board meets and reviews each applicant.
- Decision must be unanimous.
  - Accept
  - Reject
  - Further review and a process set for final decision
- Board gives input into process, forms, and verifiers for continuous improvement of the program.
- Coordinator notifies all applicants of board's decision.

WHAT IS EXPECTED OF A MOML CERTIFYING BOARD MEMBER:

- Review applicant information (provided a minimum of two weeks prior to the Board meeting).
- Meet 2-3 times a year for a one day meeting to make a decision on MOML applicants.
- Adopt policies and insure that a fair and just process is used to certify Master Loggers.

ENFORCEMENT:

- To be of value, the program must be credible and adhere to its standards of performance.
- Individuals who fail initial certification forfeit their application fee and are eligible to reapply after one year.
- Individuals who have been de-certified may make application for certification after one year from the date of their de-certification.
- Applicants or Master Loggers will be made fully aware of any issues and will be given a chance to address/respond to any situation.

[1] Doing extensive verifier training is not recommended if you expect a small number of Master Logger applicants. Using out-of-state verifiers or sending a couple of verifiers to training in another state would be an option.

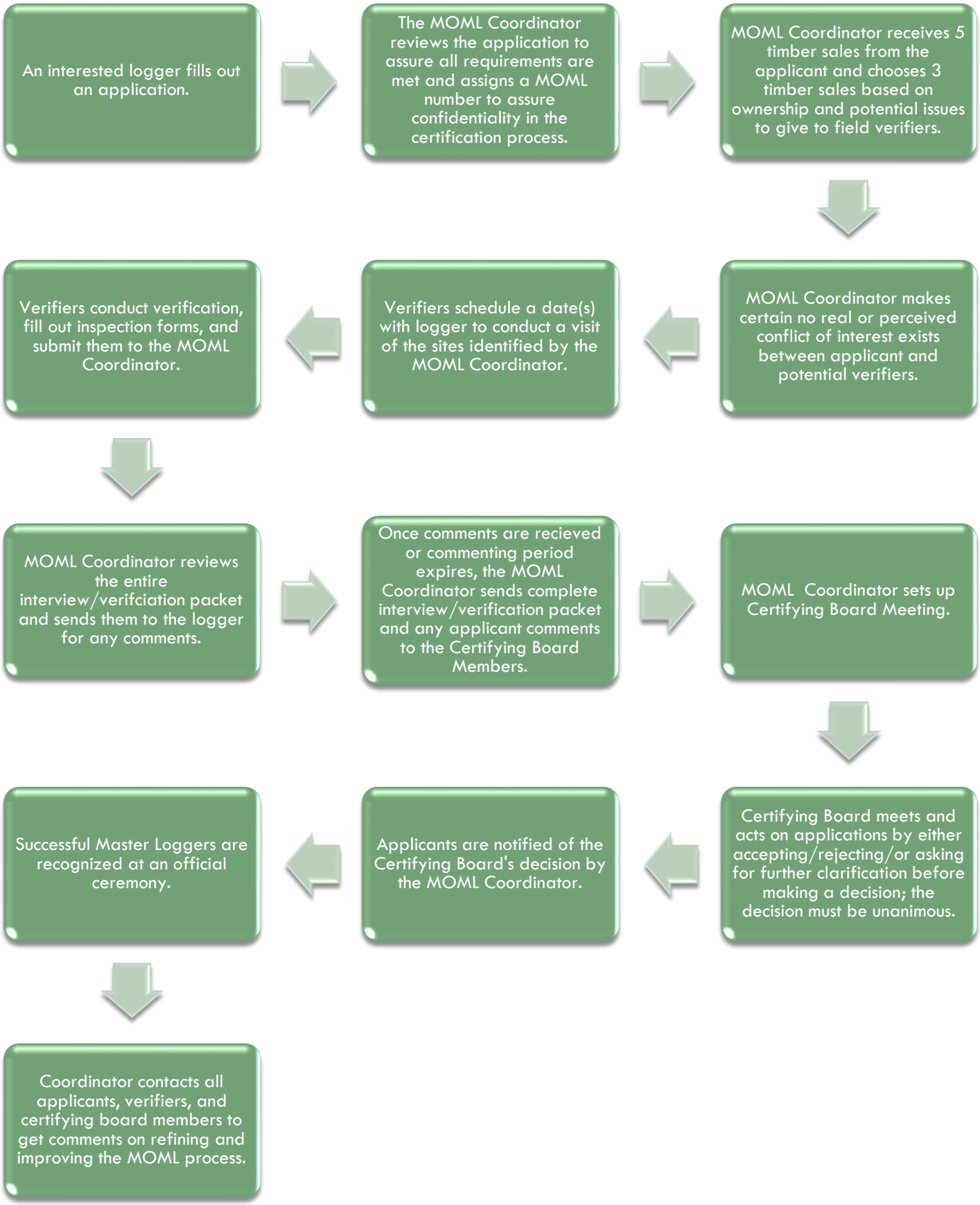
NON-COMPLIANCE COMPLAINTS:

- Program director receives and documents every complaint.
- Program director makes initial investigation.
- Program director makes a recommendation to the Certifying Board based on information he/she has or direct a verifier(s) to do a full field verification procedure.
- When a process is used, the Certifying Board will make the decisions relative certification status.
- Program director will inform the Certifying Board of all complaint investigations.
- Certifying Board makes the final decision on complaints.
- If a particular sale presents some unusual conditions, which the verifiers feel might unduly influence objectivity, the verifier(s) shall recommend that the program director select another sale for sampling.
- Program director will notify complainant of decision.

PROGRAM ACCOUNTABILITY:

- The MOML program shall be reviewed and approved by the Board of Directors of the American Loggers Council before becoming operational.
- The MOML program is developed and maintained by the Missouri Logging Council and the Missouri Forest Products Association. It shall review the program at least annually and amend as necessary.
- Input shall be solicited from loggers, the program director, field verifiers, the Certifying Board, the American Loggers Council, and other interested parties as to how the program might be improved.
- Decisions on certification are solely the responsibility of an independent third party, the Certifying Board.

MASTER LOGGER CERTIFICATION PROCESS



Wood products supplied by companies who have attained Missouri Master Logger Certification are harvested in a sustainable manner by companies that embrace a vision of mutual benefit. Master Logger companies consistently implement superior harvesting and business practices. Their success is verified by a third party independent performance-based assessment.