

WISCONSIN MASTER LOGGER CERTIFICATION

2009-2010 Edition

Performance Standards Handbook

Developed By:

**Great Lakes Timber Professionals
Association**

Sustainable Resources Institute, Inc.

Wisconsin Master Logger Certification

PERFORMANCE STANDARDS HANDBOOK

Table of Contents

CONTEXT.....4

THIRD PARTY CERTIFICATION PROCESS.....5

 Step One.....5

 Step Two.....5

 Step Three.....5

 Step Four.....5

 Step Five.....5

 Step Six.....5

ACCREDITATION OF FIELD VERIFIERS.....6

 MLC Verifier Role.....6

 Creating an Accurate Site Audit Form.....6

 Maintaining High Quality of Consensus Reports.....6

 Filing Complete Consensus Reports in a Timely Manner.....6

 Being Available to the MLC Certification Board when Necessary.....6

 Communicating Questions and Concerns.....6

 Independent Auditing Role.....7

MASTER LOGGER CERTIFICATION: REINVENTING A PROFESSION.....8

 Desired Outcomes.....8

WHAT IS MASTER LOGGER CERTIFICATION?.....9

 Master Logger Certification will.....9

 How does MLC Differ from SFH Training?.....9

 Why Should I Become A Master Logger?.....9

NEED FOR THE MASTER LOGGER CERTIFICATION.....10

 What is needed for professional loggers to thrive in this current economy?..... 11

 Why do professional loggers have to do anything to improve their economic profile?..... 11

 What are we proposing to develop and implement immediately?..... 11

A NEW MODEL OF ETHICS FOR THE FOREST INDUSTRY.....12

 Vision..... 12

 Ethical Model to Support this Vision..... 12

ASSUMPTIONS OF COMMITMENT BY STAKEHOLDERS.....14



We are all committed to:..... 14

Landowners we work with are committed to:..... 14

Foresters we work with are committed to:..... 14

21ST CENTURY WORKPLACE*.....15

 Skills Used By Loggers Daily in Executing the MLC Performance Standards..... 15

COST FACTORS FOR LOGGING CONTRACTORS.....18

 Equipment (x each piece of equipment)..... 18

 Contractor 18

 Employees (x number of employees)..... 18

THE STEWARDSHIP CONTRACT.....18

 Training..... 18

 Environment..... 18

 Inventory Policy 18

 Independent Contractor: 18

 Insurance:..... 18

AREAS OF RESPONSIBILITY, PERFORMANCE STANDARDS, AND PRACTICES20

CRITERIA FOR CERTIFICATION & DE-CERTIFICATION31

 Certification..... 31

 De-certification 31

COMMITMENT TO CONTINUOUS PROGRAM IMPROVEMENT35

 Our Continuous Program Improvement Guarantee..... 35

MASTER LOGGER CERTIFICATION PROCESS35

Dear Logger,

Rising consumer demand for “green” certified products, decreasing market power of many of Wisconsin’s loggers, rising logger liability, and shifting public opinions threaten to close the doors of Wisconsin’s logging operations. The Wisconsin Master Logger (WIML) Committee believes that loggers must proactively address these changes instead of merely accepting whatever landowners and mills dictate. Consequently, WIML Committee operates the Master Logger Certification Program to give Wisconsin’s logging contractors more leverage in an ever-changing economy.

The Master Logger Certification Program was developed because it is clear that green certification will not fade away. While green certified sawmills, paper companies, landowners, and retailers are gaining public accolades, conscientious loggers are making operational changes for which they are receiving neither increased profits nor respect. It is time that loggers begin to share in the benefits gained by efficiently and effectively managing our forest resources.

Consumers, landowners, foresters, mills, and retailers often do not understand what loggers already know and do in the forests. Master Logger Certification relies on a field assessment process to clearly document a logger’s knowledge, skills, and harvesting practices using a set of performance standards. This assessment process and the resulting Master Logger Certification will give loggers economic leverage in developing stewardship contracts with corporations, landowners, and retailers.

WIML Committee’s commitment to implementing Master Logger Certification is strong and will continue to be for years to come.

The WIML Committee has enlisted the help of Sustainable Resources Institute, Inc. (SRI) to assist in implementing the Master Logger Certification Program. If you have any questions, please contact SRI at: 877-284-3882 or via email at sri_dpeterson@sbcglobe.net.

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 Sustainable Forestry Initiative (SFI), 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 SFI program provides training to Wisconsin loggers for safety, production, and business practices. While this initiative has 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 Wisconsin Professional Loggers Association began to develop a certification program in 2001.

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, MLC companies must demonstrate their commitment to the vision, principles, and performance standards required for certification. An MLC template was submitted to and approved by the American Loggers Council (ALC) in 2001.

The MLC program will continue to be updated and improved in order to meet the needs of Wisconsin loggers, and to 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.

Evidence of this continuous improvement/evolution is that this document is reviewed and updated annually.

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 (MLC). The company contacts the MLC Coordinator who then sends out a complete readiness packet outlining expectations and standards. If still interested, the company schedules a 3-5 hour 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 MLC application packet submitted to the Certifying Board. Part I of the MLC application includes: (1) the written interview, (2) a company profile, (3) documentation of reference checks, and (4) documentation of a background check of the company's compliance with business and natural resource laws. In order to maintain confidentiality and impartiality, candidate companies are assigned a number code, which is used as an identifier in all application materials.

Step Two

Two MLC accredited field verifiers make appointments with each company to visit 3 coded harvest sites in order to rate the consistency of harvest practices and ensure that the company meets MLC performance standards. Each field verifier completes his or her own consensus report based upon individual site worksheets. This consensus report becomes Part II of the MLC certification packet. Part II of the MLC 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 requested for further clarification.

Step Three

The company is sent a copy of Parts I and II of the MLC certification packet to review for accuracy. If the company wishes to challenge any conclusion, their comments must be submitted in writing. These comments/challenges will be included in the certification 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 MLC application process 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 certification packet is copied and sent to each member of the MLC Certifying Board.

Step Five

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

Step Six

Newly certified MLC companies are announced at a public reception or in mass distribution of an official announcement. During the two-year period that follows, the accredited field verifiers conduct random audit sampling of MLC company harvest sites to ensure continued adherence to MLC standards.

ACCREDITATION OF FIELD VERIFIERS

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

MLC Verifier Role

The role of MLC Verifiers has been carefully designed to ensure appropriate checks and balances throughout the certification process for MLC candidates. Understanding of and respect for the parameters of this role is the defining responsibility of an MLC Verifier. An MLC Verifier must commit to:

Creating an Accurate Site Audit Form

Site Audit forms are provided for efficient recording of field observations. They become an official part of each candidate's application record and reflect the real-time observations of the MLC Verifier at selected sites. They are the primary data that reports are based upon and therefore should be thorough, comprehensible, and verifiable. MLC 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 a candidate's performance relative to MLC standards. High-quality site audits and data recording depend on advanced familiarity with the MLC standards within MLC Consensus Reports. MLC Verifiers are also responsible for developing a thorough knowledge of and facility with these standards.

Maintaining High Quality of Audit Reports

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

Filing Complete Consensus Reports in a Timely Manner

MLC 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 MLC program and erode the professionalism of the program and its staff.

Being Available to the MLC Certification Board when Necessary

During periods of deliberation and decision-making, all MLC Verifiers involved in the production of applications for candidates under review should consider themselves "on call" to make any necessary clarifications for the MLC Board.

Communicating Questions and Concerns

The Coordinator is the official liaison among MLC staff, administration, Board members, companies, candidates 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 MLC program, all communication related to program operations, candidates, and MLC companies should be directed to the Coordinator.

Independent Auditing Role

When hired as a consultant 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 a candidate operation. Therefore, it is your analysis and judgment that impact the certification decision, determine the extent of change required, and ultimately help candidate operations move towards sustainability. Upholding professional ethics and using common sense is the basis for verifier conduct. MLC expects its verifiers to observe a set of norms to which you may not be accustomed to as consultants, mainly:

- Verifiers are not to act as consultants to the candidate 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 a candidate 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 research, harvesting equipment options, alternative management techniques, etc.
- MLC Verifiers will be evaluated by the MLC Administration 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 foot	➤ 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 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 MLC Differ from SFI Training?

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 Wisconsin.
- Make it clear that wood harvesters are environmentalists at the tree, spending their work time in the forest.
- Gain economic leverage by marketing what you know and do.
- Clearly define your role as an independent contractor.
- Gain reciprocity for harvesting timber across state lines and certification programs.
- Document your 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. Pulp and paper mills are not necessarily land managers. Land management companies are seeking high return for investors over the short term. Consumers want to exercise their buying power through the purchase of “green” products. Companies are certifying their land management strategies as sustainable. The global purchasing of timber and fiber has provided new competition for Wisconsin loggers.

Due to these and other changes detailed in this proposal, WIML Committee made a decision to investigate a new performance bar which 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 industrial, federal, state, county, or private land, and who hire employees or subcontractors to keep the \$20 billion dollar forest industry in Wisconsin 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. We are certain 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.

The WIML Committee 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 labor 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 the opportunity for an 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 roadside. Professional haulers 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 and the secondary wood product industry also closes.

In spite of this important role, professional loggers and professional forest haulers often are seen as dispensable and replaceable. Their partnership role with industry has been less than ideal. 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 demand by consumers for “green” chain of custody from tree to final product.

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

Wisconsin loggers must face the following issues whether they want to or not. Just as the construction industry had to face raising the bar of professionalism and creating internal career ladders, so too must loggers.

- Global workforce is drawn across borders just as companies buy land and assets across borders.
- Global marketplace sets prices for product and impacts on what a company is willing to pay to produce that product in various locations with different qualities of life of workers producing the product.
- An industry which must make major infrastructure investment and upgrading of mills which impacts on capital availability and profits for investors who are now accustomed to large and immediate returns in other industries.
- Landownership patterns which are for the short-term investment gains rather than long-term sustainability
- Environmental regulations monitored not only by government agencies, but by the environmental industry.
- Demand increasing from retailers and consumers for “green” product assurance.
- Liability for the independent contractor increasing, never decreasing, and more responsibility moving to independent contractors in the woods than back to industry.

What are we proposing to develop and implement immediately?

The WIML Committee will implement 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, audits would continue every two years in order to keep Master Logger designation. After the first group, a peer-mentoring program would be in place in order to prepare any logger who wanted 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 in relation to the verification in SF, FSC, CSA, and ISO 14001, to name a few. 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, and answers the chain of custody debate.

A NEW MODEL OF ETHICS FOR THE FOREST INDUSTRY

Vision

The Logger Committee's vision insists on a high quality of life for each member 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 Wisconsin.

Ethical Model to Support this Vision

Usually, when we reach for ethics we want rules, standards, and principles. We want to know what is the right thing to do in a given situation in order to safely 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.

This kind of thinking does not develop ethical ways of acting, it merely develops a victim who will be held accountable and it is rarely the real perpetrator. The problem with this kind of thinking is it *never* gets the results people want. People become alienated, isolated, misunderstood, victimized, uncooperative, and sabotage sets in.

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.

The paradox of ethics is that principles only work when they are not needed, because people are already acting with integrity. Appealing to principles without knowing if sufficient efforts have been made to engage people puts ethical results out of reach of everyone. Sabotage will rule the day. 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. Values are often antagonistic because there is a master/slave quality to interchanges. This model of ethics undermines rather than promotes individual moral ability and agency.

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 agency, 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 though they are not in control of the situation. This is called developing options of choice under oppression. The individual says, "Though I am not in control of this situation, I can make the choice about how I will care and act. I can engage as who I am, not who I think I ought to be to please the old model of ethics (master/slave)."

There is risk, but choice even under oppression 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 go on under oppression, to continue to make choices of integrity, to act within the oppressive 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.

Become an equal voice at the table of forest certification processes.

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 MLC Performance Standards

MASTER LOGGERS CAN...

- Solve problemsTolerate stress and resolve conflict
- Make decisions.....Seek and locate additional information
- Manage crisis.....Conduct on-site formative and summative evaluation
- Use mathematical estimationApply research 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 inputsWork 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 Stewardship contract.

Framework for Economic Profile	Harvest Prescription	Additions to Economic Profile	Economic Profile Credit
<ul style="list-style-type: none"> ➤ Certification requirements ➤ Aesthetics ➤ Public expectations 	<ul style="list-style-type: none"> ➤ By acre ➤ By stand ➤ By landscape ➤ By hour/equipment utilized ➤ By volume 	<ul style="list-style-type: none"> ➤ 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 	<ul style="list-style-type: none"> Forester prescription <ul style="list-style-type: none"> ➤ Layout ➤ Number of hours in the field ➤ Type of assistance Road infrastructure <ul style="list-style-type: none"> ➤ Conditions ➤ Ease of access

COST FACTORS FOR LOGGING CONTRACTORS

Equipment (x each piece 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 expenses (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 STEWARDSHIP CONTRACT

The Stewardship Contract acknowledges 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 logging training programs, which have been approved by the Wisconsin Logger Training Committee.
- New employees will receive training.

Environment

- Compliance with all Federal, State, County, 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 BMPs relating to harvesting and road/landing construction on all logging sites.

Inventory Policy

- Delivery schedules will be consistent and based on a mutually and well-planned inventory policy.

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 coverages that do not waive the right of subrogation, mandate hold harmless provisions, or guarantee legal representation of the consuming mills and/or landowners.

DEFINITIONS

BMP.....Best Management Practices for water quality developed for achieving the reduction of erosion and sedimentation of water bodies.

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

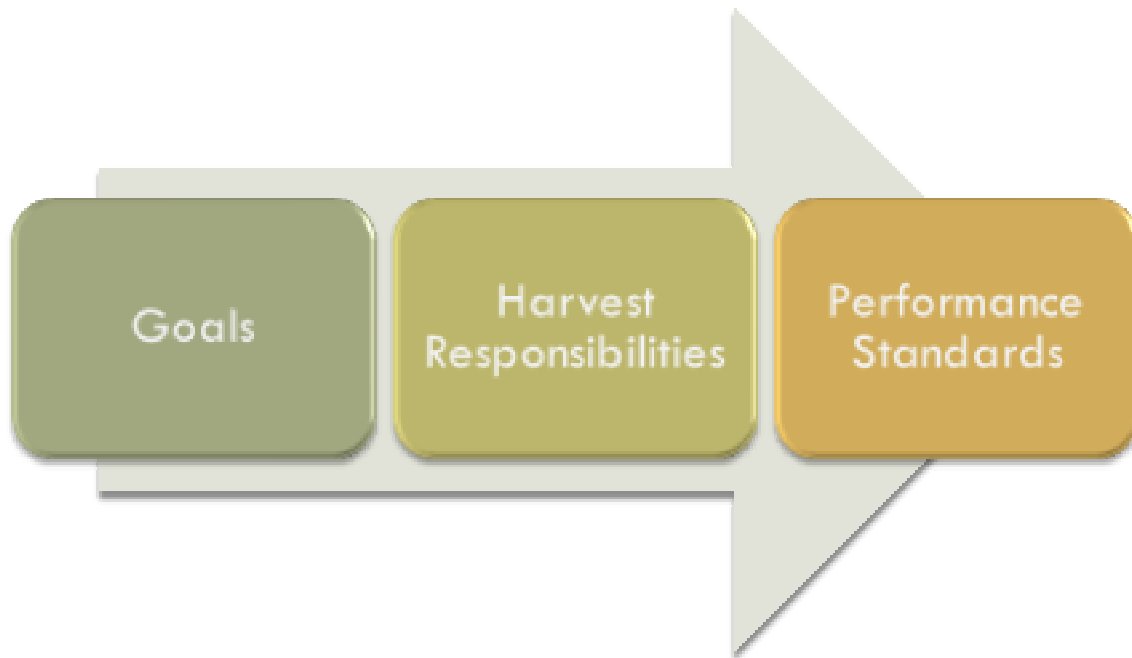
MASTER LOGGER.....Designation awarded after field-based assessment has been completed by third party. This voluntary designation indicates intent to support from tree to roadside the chain of custody of wood for certification purposes. This designation is not based on knowledge and skill only, but on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

WI MASTER LOGGER CERTIFICATION

AREAS OF RESPONSIBILITY, PERFORMANCE STANDARDS, AND PRACTICES



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

Vision

LOGGERS ARE THE TOOLS THROUGH WHICH OUR FORESTS ARE SUSTAINABLY MANAGED TO MEET SOCIETY'S NEEDS TODAY AND INTO THE FUTURE.

Principles

WE BELIEVE IN PRIVATE PROPERTY RIGHTS.

WE ESPOUSE MULTIPLE USES OF THE FOREST.

WE RECOGNIZE THE IMPORTANCE OF THE FOREST IN MAINTAINING THE ECONOMIC, ENVIRONMENTAL, AND SOCIAL FABRIC OF OUR STATE AND LOCAL COMMUNITIES.

WE STRIVE TO CONTINUALLY IMPROVE OUR ABILITY TO CARRY OUT GENERALLY ACCEPTED MANAGEMENT PRACTICES.

WE ENCOURAGE DIALOGUE AND COLLABORATING AMONG LANDOWNERS, LOGGERS, FORESTERS, AND ECOLOGISTS.

WE BELIEVE THAT OUR ACTIVITIES SHOULD BE TRANSPARENT TO SOCIETY.

WE BELIEVE THAT WHAT WE DO SPEAKS LOUDER THAN MERE WORDS.

WE BELIEVE THAT THE SUCCESS OF OUR INDIVIDUAL BUSINESSES AS MASTER LOGGERS CAN BE VERIFIED BY A THIRD PARTY, INDEPENDENT, PERFORMANCE-BASED ASSESSMENT.

Goal 1: Protect Soil Productivity and Water Quality

- a. Skid trails are designed and laid out to minimize rutting and erosion.
- b. Riparian management zones are followed per the Wisconsin BMP manual.
- c. Stream crossings are complied with per the Wisconsin BMP manual.
- d. Roads and landing locations are placed in accordance with the Wisconsin BMP manual.
- e. Spills are handled according to the FISTA spill handbook.
- f. Slopes are avoided or their impact is minimized.
- g. *Maintain forest soil integrity/ productivity.*

Enforcement/Inspection Standards

For items a-g:

- If a violation of any of these items led to or could lead to considerable sedimentation or other damage to water resources and were found in more than one instance, then it would result in non-acceptance to the MLC program. If one violation occurred, then it would result in conditional acceptance, with another violation in this one-year period resulting in expulsion from MLC.
- The same criteria would apply during bi-annual verification or as a result of a complaint, with a one-year probation period replacing the conditional acceptance.

1. Harvest Responsibility: Harvest and Skidding Operations protect soils, slopes, wetlands, streams and sensitive areas as outlined in Wisconsin BMP's and /or in the Wisconsin Forest Management Guidelines.

Performance Standards:

- 1.1 a Skid trail locations are planned prior to commencement of harvest operations.
- 1.1 b Topography is considered in skid trail layout to avoid steep areas (over 20% slope) and wet areas, when possible.
- 1.1 c When necessary to operate in soft, wet, or steep areas, steps are taken to minimize rutting and erosion (use of seasonal operations, using top and slash as matting, etc).
- 1.1 d Water turnouts/bars are used to divert surface runoff when necessary.
- 1.1 e Layout of skid trails considers the predominant lean of the stand where chainsaw felling is used.
- 1.1 f Slash is kept out of drainage areas where runoff may wash it into streams, wetlands, or water bodies.

2. Harvest Responsibility: Riparian management zones and wetlands are managed per the Wisconsin BMP Manual and/or Wisconsin Forest Management Guidelines

Performance Standards:

- 1.2 a RMZ's are properly established and marked on the sale site.
- 1.2 b Longer-lived trees or appropriate size, distribution and stocking are left within the RMZ.
- 1.2 c Appropriate restricted equipment operation zones are established and/or observed for RMZ's
- 1.2 d Roads are located outside of RMZ's, except for stream crossings.
- 1.2 e Landings and fueling/maintenance areas are located outside of RMZ's.
- 1.2 f No slash is deposited in RMZ's, lakes, ephemeral ponds, or streams.

- 1.2 g No upland slash is deposited in wetlands.
- 1.2 h Soil exposure and compaction is minimized in RMZ's and wetlands.
- 1.2 i Harvesting in wetlands is done in firm or frozen ground conditions whenever possible.
- 1.2 j No borrow pits are located within RMZ's

3. Harvest Responsibility: Stream crossings are in accordance with the Wisconsin BMP manual and/or Wisconsin Forest Management Guidelines.

Performance Standards:

- 1.3 a Stream crossing permit requirements were followed
- 1.3 b Number of stream crossings is minimized
- 1.3 c Appropriate stabilization practices are used to minimize soil erosion into streams.
- 1.3 d Design and construction avoids disruption of passage for fish and other aquatic life.
- 1.3 e Stream crossing is installed at a right angle to the stream channel.
- 1.3 f Stream channel changes are minimized and banks are kept intact.
- 1.3 g Culverts have appropriate diameter and length for the stream size and road width.
- 1.3 h Culverts are properly installed with enough fill covering them.
- 1.3 i Road drainage is diverted into an appropriate filter strip.
- 1.3 j Stream crossing approaches are properly stabilized to minimize sedimentation.
- 1.3 k Temporary crossing structures are properly anchored to prevent washouts and to facilitate removal when no longer needed.
- 1.3 l Pole fords or other temporary crossings are removed immediately after use.
- 1.3 m Natural fords (water crossings) have low stream banks and firm rock/gravel base.

4. Harvest Responsibility: Roads and landing locations are placed in accordance with Wisconsin BMP manual and/or Wisconsin Forest Management Guidelines.

Performance Standards:

- 1.4 a Roads are planned to minimize their number, width, length, and the total area disturbed.
- 1.4 b Road locations allow for drainage away from the road.
- 1.4 c Roads are located in well-drained soils if possible.
- 1.4 d Road grades do not exceed 10%. If greater than 10%, grade lengths are minimized and drainage structures are used to minimize erosion.
- 1.4 e Roads follow natural contours, minimize cut/fills, and balance cut/fills.
- 1.4 f Road surfaces are crowned, outsloped, or insloped to provide adequate drainage.
- 1.4 g Cut/fill slopes are stable and will revegetate easily (either naturally or artificially).
- 1.4 h Steep grades and erodable soils are surfaced to minimize surface erosion.
- 1.4 i Ditches are adequate to handle water runoff from the road.
- 1.4 j Culverts are properly sized and are installed at correct depth, angle, and location to provide effective cross-drainage.

- 1.4 k Culvert base and fill is appropriate (correct type and amount of material).
- 1.4 l Broad-based dips and water bars are installed properly in the correct locations.
- 1.4 m Landings are located and constructed to promote efficient drainage.
- 1.4 n Landing residue is located where it will not wash into streams, lakes, or wetlands.
- 1.4 o Landings and roads are seeded (if required by contract) to prevent erosion.
- 1.4 p Wetland landings (if necessary) conform to Wisconsin BMP standards.
- 1.4 q Wetland roads (if necessary) conform to Wisconsin BMP standards.

5. Harvest Responsibility: Spills are handled according to the FISTA spill handbook.

Performance Standards:

- 1.5 a Spill kit and a spill plan is maintained, complete, and on the logging site (active sales)
- 1.5 b Equipment does not have excessive oil leaks.
- 1.5 c Spills are handled according to the spill plan.

Goal 2: Compliance with Government Regulations Appropriate for a Logging Business

- a. A county cutting notice was filed.
- b. A Wisconsin Forest tax law cutting notice was filed.
- c. All Federal standards and regulations pertinent to a logging business were followed.
- d. Necessary *water regulation* permits were obtained.
- e. Worker compensation insurance was obtained for all employees.

Enforcement/Inspection Standards:

For items 2a, 2b, or 2d:

- If there were instances of noncompliance in an initial verification, then the logger would be placed on probation for a period of six months, and all sales in that six-month period would be checked for compliance.
- Further violations during the six-month probationary period would result in expulsion from MLC.
- If at the bi-annual verification or as a result of complaints, there were a violation, then a similar probation period and possible expulsion would result.

For item 2c:

- Violations will be categorized.

1. Harvest Responsibility: County cutting notices are required for all sales.

Performance Standards:

- 2.1 a Cutting notice have been filed with the County Clerk

2. Harvest Responsibility: Wisconsin Forest Tax Law cutting notices must be filed and approved for all Forest Tax Law lands before cutting begins.

Performance Standards:

- 2.2 a Intent to cut notice was filed prior to the beginning of cutting.
- 2.2 b Final cutting notice was filed within 30 days of sale completion.

3. Harvest Responsibility: All federal and state standards and regulations pertinent to a logging business were followed.

Performance Standards:

- 2.3 a Employees and subcontractors use required personal protective equipment (*active sale only*)
- 2.3 b Mechanized equipment conforms to safety and maintenance standards.
- 2.3 c Required warning and safety signing is present (*active sale only*)
- 2.3 d Chain saw operation conforms to OSHA safety standards.

- 2.3 e Appropriate first aid kits are located in all vehicles and mechanized equipment.
- 2.3 f Safety hazards are eliminated as soon as possible from harvesting sites, landings, trails and roads.
- 2.3 g One SFI “Qualified Professional” is present on each active logging site.

4. Harvest Responsibility: Environmental and endangered resources regulations are followed.

Performance Standards

- 2.4 a Stream crossing permits have been issued
- 2.4 b Chapter 30 permit to move 10,000 sq. feet or more of soil and other applicable water permits have been issued if needed
- 2.4 c NHI check has been done for the site; logger is aware of results; harvest has been modified appropriately as needed.

Goal 3: Compliance with Acceptable Silviculture and Utilization Standards

- a. Trees are utilized to the extent that current wood markets permit.
- b. Acceptable Silvicultural guidelines such as the WIDNR Silvicultural handbook are followed for particular species or timber types.

Enforcement/Inspection Standards:

For items a & b:

- If there were violations found during the initial verification process, then they would result in conditional acceptance, with two or more violations in that one-year period resulting in non-compliance.
- The same criteria would apply during bi-annual verification or as a result of a complaint, with a one-year probation period replacing the conditional acceptance.

1. Harvest Responsibility: Acceptable silvicultural guidelines are followed for the tree species or timber types on the sale (per Wisconsin Forest Management Guidelines or WIDNR Silvicultural Handbook).

Performance Standards:

- 3.1 a Acceptable cutting system was used for the timber type that is compatible with landowner objectives.
- 3.1 b For harvest cuts, regeneration was considered and planned for.
- 3.1 c For thinnings and selective (all-aged) harvests, residual basal areas are within acceptable ranges (see DNR silvicultural guidelines).
- 3.1 d Remaining crop and wildlife trees are acceptable for the management system being used.

2. Harvest Responsibility: Trees are utilized to the extent that current wood markets permit.

Performance Standards:

- 3.2 a Marked or designated trees are harvested. Changes must be documented or agreed upon between seller and purchaser (auditor must verify verbal agreements).
- 3.2 b Stump pull and split logs are minimal.
- 3.2 c All merchantable wood is utilized to contract specifications.
- 3.2 d All cut wood products are forwarded to the landings.
- 3.2 e Cut wood products are hauled from the landings (inactive and completed sales).

3. Harvest Responsibility: Woods operations protect soil integrity, residual stands and/or provide for regeneration.

Performance Standards:

- 3.3 a Felling and skidding damage to residual trees is minimized (roots, boles, crowns).
- 3.3 b Slash and tops are deposited to minimize damage to advanced tree regeneration.
- 3.3 c Feller placed cut products where skidder can load without rutting soils or damaging residual timber.
- 3.3 d Skidding traffic is concentrated or dispersed to disturb or to protect soils, consistent with silvicultural objectives.
- 3.3 e Forest health issues, if any, identified in the harvest plan are followed. If not followed, variances are approved by a known, credible source with reasons and documentation.

Goal 4: Provision and Participation in an On-Going Training Regimen

- a. Training standards adopted by the state training committee are fulfilled.
- b. OSHA monthly safety meetings are complied with, where applicable.
- c. Annual training/updates on current forest health issues.

Enforcement/Inspection Standards:

For item a:

- This must be met for all applicable employees and subcontractors before being accepted into the program.
- If at the bi-annual verification or as a result of complaints, there is non-compliance with the state training standard, then the logger would be placed on a one-year probation period, and any further violations during that year would result in expulsion.

For item b:

- Non-compliance or non-documentation thereof would result in conditional acceptance with three months given to get this in order. If that weren't done, then acceptance would be revoked.
- The same criteria would apply during an annual verification or as a result of a complaint, with a one-year probation period replacing the conditional acceptance.

For item c:

- This must be met for all applicable employees and subcontractors before being accepted into the program.

Goal 5: Employment of Aesthetic Management Techniques, Where Applicable

- a. Aesthetic management techniques are used along highways, recreation trails, streams, lakes, or near dwellings. (Can include, but is not limited to: irregular boundaries, “islands”, leave trees, multi-year management, opening up vistas, low slash heights)
- b. Landowner contract provisions regarding aesthetics are followed.
- c. Root wads, slash piles, muddy road exits, etc. are managed to cut down on negative visual impacts.

Enforcement/Inspection Standards:

For any of the above items:

- Violations would result in conditional acceptance, and two more violations in the one-year period would result in non-acceptance.
- The same criteria would apply during the bi-annual verification or as a result of a complaint, with probation replacing the conditional acceptance.

1. Harvest Responsibility: Aesthetic management techniques are used across the logging site to improve the appearance of the sale.

Performance Standards:

- 5.1 a Slash height meets contract specifications (or 48 inches maximum height if not specified).
- 5.1 b Rock and geologic landforms are protected during the harvest

2. Harvest Responsibility: Landowner contract provisions regarding aesthetics are followed

Performance Standards:

- 5.2 a Landowner’s aesthetic concerns or goals are discussed and incorporated into sale design.
- 5.2 b Aesthetic guidelines for the sale are made clear to all employees

3. Harvest Responsibility: Special care is taken in highly visible areas to provide positive visual impacts.*

Performance Standards:

- 5.3 a Irregular boundaries, feathered edges, leave trees, no-cut islands, vistas, and other applications are used.
- 5.3 b Root wads, slash piles, hanging tops, broken trees are not present.
- 5.3 c Disturbed areas and landings are cleaned up, leveled and seeded.
- 5.3 d Muddy road exits are cleaned up.
- 5.3 e Stumps are less than 1 foot in height unless otherwise specified in the contract.
- 5.3 f Land boundary markers are not damaged.
- 5.3 g Slash is reduced to 24 inches maximum height in highly visible areas.*

* The visible area up to 100 feet from the edge of any road available for public access.

Goal 6: Following of a Management Plan that is Site Specific and agreed Upon by the Landowner

- a. Who is responsible for what activity (i.e. paying for culverts, seeding, etc.) is specified in the contract.
- b. Pre-harvest meeting with landowner or their representative to discuss all operating requirements found in the contract, including, but not limited to, roads, landings and skid trail placement, stream crossings, property lines, designation of what trees should be harvested, utilization standards (including stump heights), and the terms of payment of stumpage.

Enforcement/Inspection Standards:

For items a & b:

- Initial verification would only result in written recommendations.
- If at the bi-annual verification or as a result of complaints, three or more violations were documented in a one-year period, then the result would be expulsion. After being expelled, the logger could reapply in one year.

1. Harvest Responsibility: A written contract or written agreement exists for each harvesting site.

Performance Standards:

- 6.1 a Contract or agreement is signed by both seller and purchaser
- 6.1 b Contract includes the basic categories of an acceptable timber sale contract such as the Sample Master Logger Timber Harvest Contract, or as listed in Wisconsin Forest Management Guidelines, Appendix B.

2. Harvest Responsibility: A written contract or written agreement exists for each harvesting site.

Performance Standards:

- 6.2 a Harvest plan includes landowner objectives for the harvest site.
- 6.2 b Harvest plan describes the site including terrain, soils, water issues, roads, skid trails, culverts and stream crossings, and sensitive areas.
- 6.2 c Harvest plan includes a map of the harvest site showing pertinent features, access routes, landing areas, cutting and treatment areas, etc.
- 6.2 d Harvest plan describes the silvicultural prescription, regeneration method, cutting method, designated species, how trees are designated, cutting method, who will do the cutting, and endangered resources/sensitive wildlife, and how those resources will be protected.
- 6.2 e Logger is familiar with the harvest plan
- 6.2 f Harvest plan is present on active logging sites and logging crew is familiar with it.

3. Harvest Responsibility: A pre-harvest meeting between the seller and the Master Logger is required to establish a clear understanding of sale terms and conditions.

Performance Standards:

- 6.3 a A pre-harvest meeting is held with the landowner to discuss harvest plan, sale boundaries, and all provisions found in the contract.
- 6.3 b All contract provisions are met or exceeded

Goal 7: Employment of Sound Business Management Techniques

- a. Contracts with landowners, mills, and subcontractors are in place.
- b. Insurance policies are in place (liability and equipment).
- c. Actively participate in the logging industry on local, state, regional, and national levels.

Enforcement/Inspection Standards:

For item a:

- Non-compliance or non-documentation thereof would result in one month being given to get this in order. If that weren't done, then applicant would not be eligible for acceptance into the program.
- The same criteria would apply during bi-annual verification or as a result of a complaint, with a one-year probation period replacing the conditional acceptance.

For items b:

- If insurance policies are not in place or are inadequate, then the contractor has one month to get it in place or fix it. Loggers without proper insurance coverage cannot be accepted into MLC.

For item c:

- This item initially is more for data collection to see where loggers are involved and potentially identify some areas where there should be more involvement that need to be addressed.
- For bi-annual verification there must be participation in at least one industry related committee, board, association, etc.

Performance Standards and Enforcement

CRITERIA FOR CERTIFICATION & DE-CERTIFICATION

Certification:

Certification is for a period of two years, subject to both spot checks and investigation of non-compliance complaints. It is mandatory that an application for consideration for Master Logger Certification be completed and submitted in order to be considered for Master Logger Certification status. All "areas" and "performance standards" must be addressed during the verification and certification process.

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. 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 has been established and is widely advertised for the public's benefit in reporting perceived non-compliance incidences.

Additional Information About the GLR MLC Program

Adequate Certification and Verification of Performance Standards:

- A program coordinator will be engaged.
- 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 Wisconsin Master Logger Certifying Board, will be created. Its membership will consist of at least one person representing each of the following categories:

- Master Logger (another state)
- Forest landowners
- Forestry University
- Wisconsin Department of Natural Resources
- Wood and Paper Manufacturing Industry
- Environmental organization
- State Government

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.

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 (Protect Soil Productivity and Water Quality), Goal 2 (Compliance with Government Regulations Appropriate for a Logging Business), and Goal 3 (Compliance with Acceptable Silviculture and Utilization Standards), issues are present. They need not all be present in each sale.
- A random traverse of the entire sale with special emphasis on potential problem areas will be made.
- An intensive interview will be conducted by the program director or their designee for the purpose of establishing compliance with standards not readily available in the field.

VERIFIERS:

- Criteria for being a verifier: must have in-woods experience and have credibility among the forestry and logging community.
- Will be selected by the program director.
- The program director will establish a training program for the verifiers.
- 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.
- Verifiers shall work in teams of two or three persons 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 appraise any applicant with whom they have had or have associations of any kind.

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 MLC 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 MLC applicants.
- Adopt policies and insure that a fair and just process is used to certify Master Loggers.

ENFORCEMENT:

- To be of any value, this program must be tough 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 apply for re-certification after one year from the date of their de-certification.

NON-COMPLIANCE COMPLAINTS:

- Program director makes initial investigation.
- Program director may make a decision relative to certification or direct a team of three verifiers to do a full field verification procedure.
- When a full procedure process is used, the Certifying Board will make the decisions relative to certification status.
- If a particular sale presents some unusual conditions in which the verifiers feel might unduly influence objectivity, the team shall recommend that the program director select another sale for sampling.

MINIMUM REQUIREMENTS FOR CERTIFICATION:

- All mandatory performance standards must be met.
- Certification of an applicant shall reflect a composite score of the interview verification and all field verifiers on all sales that were surveyed.
- The Certifying Board is the final arbiter of all decisions to certify/de-certify.

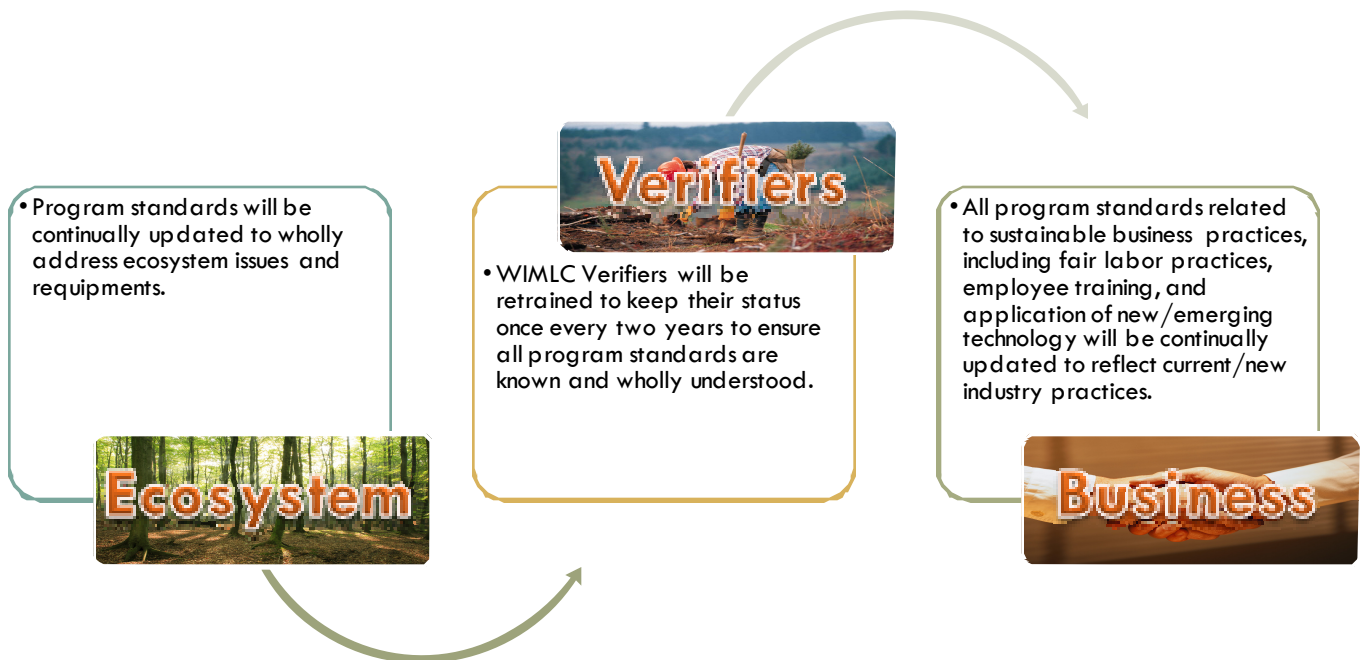
PROGRAM ACCOUNTABILITY:

- The Wisconsin Master Logger Certification program shall be reviewed and approved by the Board of Directors of the American Loggers Council before becoming operational.
- The Wisconsin Master Logger Certification program is developed and maintained by the Logger Committee of the Great Lakes Regional Timber Professionals Association. It shall review the program annually and amend as necessary.
- It shall solicit input 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.

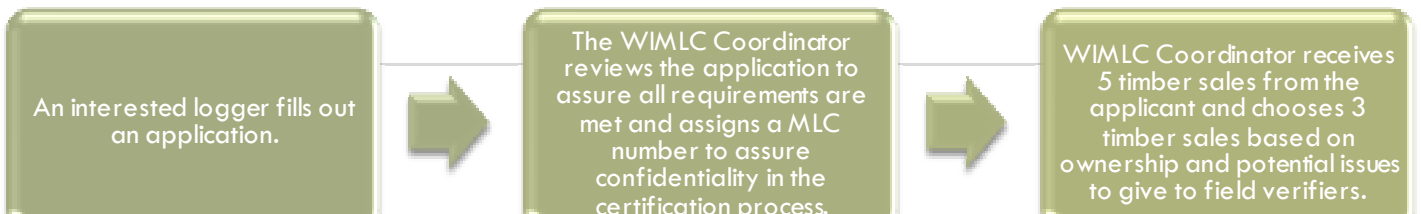
COMMITMENT TO CONTINUOUS PROGRAM IMPROVEMENT

The Wisconsin Master Logger Certification Program realizes that the logging/forest industry is not a stagnant set of rules, regulations, and standards, but rather an ever evolving movement, continuously seeking new and unique ways to diversify and grow. As it is the Wisconsin Master Logger Certification Program's goal to assure our Master Loggers continuously utilize sound and sustainable business and harvesting practices, this Guidebook will be updated annually, with the performance standards coming under review by the Certifying Board at each Cohort Meeting to determine whether each standard should be erased, updated, or replaced. As sectors such as bioenergy emerge and grow, and/or as new harvesting equipment/practices become available, so too will this guidebook be updated to reflect the industry's most current standards.

Our Continuous Program Improvement Guarantee



MASTER LOGGER CERTIFICATION PROCESS





Master Logger Program Guarantee:
Wood products supplied by companies who have attained Wisconsin 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.