



STRATEGIC SAFETY PLAN PROJECTS

2009 - 2011

Prepared by

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Education Training & Safety Committee 2008/2009
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Improved safety and productivity through effective leadership, safety culture, and workplace coaching, supported by simplified and current best practice guidance, skills development and fair and clear enforcement.

5. The Strategic Safety Plan

The projects identified by the Simplification Project group have been grouped by theme and are summarised in this section.

Ownership and Stakeholders

FOA is committed to working with stakeholders to ensure health and safety in the forestry sector continually improves. Affected and interested parties include;

- Forest Industry Contractors Association (FICA)
- Forest Industry Training & Education Council (FITEC)
- Log Transport Safety Council (LTSC)
- Research Organisations
- Future Forest Research (FFR)
- Centre of Human Factors Engineering (COHFE)
- Federation of Maori Authorities (FOMA)
- Department of Labour (DoL)
- Accident Compensation Commission (ACC)
- NZ Farm Forestry Association

- Tertiary Education Institutions (Forestry)
- Tertiary Education Commission (TEC)
- Manufacturers of plant and machinery

The FOA will extend an invitation to relevant stakeholders to comment on its safety strategy. It will also report on progress in executing the strategy.



FOA Strategic Safety Map 2009-2011

VISION: A professional industry recognised and respected for its leadership, inclusiveness and commitment towards achieving safe and productive workplaces								
MISSION (Purpose): To develop and sustain workplace environments that encourage and support individual's thinking for themselves about safe productivity.								
Theme	1 Safety Culture and Leadership			2. Safety Simplification				
Project	1.1 Strengthen Leadership and Workplace Culture			2.1 Rationalise and Clarify Work Standards			2.2 Fair and Clear Enforcement	
Sub-project & Objectives	Condensed Safety Culture Review the culture project and package it into a condensed and optimised safety culture resource. Delivered to leaders thru a series of one-day workshops.	Workplace Coaching Develop workplace coaching resources and capacity that not only build on the culture project, but also target communication, planning and work organisation.	Breaking-out Initiative Will run parallel to the Safety Culture and Workplace Coaching. Objective is to apply the 12 workplace safety culture elements to a practical task and re-examine best practice. (ACC sponsored project)	Activity based Rules & Guidance reviewed A single condensed information source for each activity. Resource must support training for skills, hazard awareness and enforcement (mandatory bottom lines)	Accessibility enhanced Ensure access to and use of new resources is not hindered by cost, technology and/or literacy issues.	Revision framework reviewed Establish a process to keep the revised rule and guidance framework current.	Enforcement Ensure industry has a clear understanding of enforcement options and consequences.	Recognition Businesses that consistently demonstrate the highest level of commitment to safe and productive workplaces are recognised thru Govt agency programmes (eg: DoL safe haven /ACC Safety Discounts program)
Measures	Course design completed. Regional courses run Attendees get value from participating	Programme proposal developed & industry takes ownership. Programme delivered	Course design completed. Candidate regions selected for delivery	Work group established Funding options explored to assist with literacy needs. BPG's are revised to include ACOP requirements	Access policy is established. New guidance is in widespread use	Revision process and process owner established	% of Contractors and Forest Owners that have 'clear understanding' of consequences	Work group established. Options examined Proposal defining the gold standard and review mechanisms prepared
2009 Targets	Nov 30 Course design completed	Nov 30 Course design completed	31 Oct Initiative Commences 2009 - first course run	31 Aug - Work group established 31 Dec - 1st Activity review completed	Dec 31 Policy established	---	---	Oct 31 - Work Group established
2010 Targets	First Courses run 75% of participants got value from participating	Coaching begins	50 participants put thru program. 75% complete prog. 75% of participants got value from participating	7 activity BPG incorporating Code requirements completed per year	75% crews can access new guides	Mar 31 – Rev framework agreed	75% by Survey Result	Feb 28 – Options Aug 21 - Proposal
2011 Targets		Coaching continues	Maintain program Reduction in B/out injury	7 activity BPG incorporating Code requirements completed per year	100% crews can access new guides			
2012	Reduction in accident rates measured by lag indicators (i.e.: Serious Harm, Severity, Total Injury Rate (TIR))							

Theme and Project Portfolio Summary

Theme1 – Safety Culture and Leadership

Project 1.1 Strengthen Leadership and Workplace Culture

Project Sponsor: Sheldon Drummond (Committee Chair)

Sub-Project Managers:

- Condensed Safety Culture: Nic Steens (FOA) & Francois Barton (DoL)
- Workplace Coaching: Nic Steens (FOA) & Francois Barton (DoL)
- Breaking-out* initiative: Don Ramsay (ACC) & Wayne Dempster/Glen Mackie (FOA)

Purpose

The purpose of this project is to provide forestry businesses with practical support to improve their organisational culture and, more specifically, their communication, planning and work organisation skills.

The project's objectives are to;

- Review the culture project and package it into a condensed and optimised resource that can be delivered to industry.
- Develop workplace coaching resources and capacity that not only builds on the culture project but also targets communication, planning and work organisation.
- Apply the twelve workplace safety culture elements (Appendix 5) to the practical task of Breaking-out. This will be a JV project funded by ACC and involving FOA, DoL and Breaker-Outs. It will run parallel to and compliment the two early objectives.

Background

Despite extensive technical guidance, a relatively high uptake of the ACC Workplace Safety Management Practices (WSMP) scheme and other health and safety systems, accident rates remain a concern for the forestry sector. In short, there is a need to build on these traditional safety initiatives and develop newer more innovative approaches.



To progress the culture and leadership action area, a co-delivered pilot project (DoL/ACC/PF Olsen Ltd) has been running over the last 12 months – the Workplace Culture, Leadership in Forestry project. The project started in July 2008 and finishes in June 2009. It has involved 20 forestry businesses, comprising a mix of management companies and contractors. It has focused on the application of 12 safety culture elements. (Appendix 5)

Experiences from the pilot project have highlighted that organisational culture and related fundamentals, such as communication, planning and work organisation are critical areas of focus for improved safety and productivity performance. The project also highlighted that in many cases, these capability needs are at a fundamental level, with functional literacy being a common problem for many businesses.

At the same time as the workplace safety culture and coaching resources are developed for forest owners and contractors, a parallel Breaking-out initiative will be run. It will concentrate on applying the twelve Workplace Safety Culture elements (Appendix 5) to a practical task. The project should get under way in July 2009, and will look to establish best practice in breaking-out, including the incorporation of the twelve safety culture elements into the revised Best Practice Guideline. The project will run for 12 months.

Expected outputs / benefits

Condensed culture resources

During the pilot project a number of the participant businesses have realised tangible improvements. These businesses have experienced greater engagement, improved productivity and happier, less hazardous workplaces. This was a critical pilot project outcome – having the ability to model success thereby proving the process works will encourage others to invest. Ultimately these values will translate to measurable improvements: days without lost operational time, days without damage etc (absence of crisis) – apart from those traditional measures. Clearly, the industry has an opportunity to define what a successful business looks like and to benchmark business against those values. As such this project will review the culture project and package it into a condensed and optimised resource that can be delivered to industry.

Workplace Coaching

Develop workplace coaching resources and capacity that will lead to improved organisational cultures and related improvements to communication, planning and work organisation skills. This will flow on to better operational flow, increased productive time on the job, and the ability to address deficiencies identified in many accident incident reports. We also expect to develop supervisors who lead by example and demonstrate a persistent interest in the safety and productivity of crews they manage/interact with.



Breaking-out Initiative

An investigation of forestry accidents shows that they are often the result of poor communication, poor problem solving, risk taking and such like. If we are to make further gains in reducing injuries we must address these issues at a practical level in the field. The Breaking-out initiative will apply the twelve workplace safety culture elements to a practical task. Outputs and benefits include establishing best practice in breaking-out, including the incorporation of the twelve safety culture elements into the revised Best Practice Guideline.

Critical Success Factors

- Resources developed and coaching provided must target organisational culture and related fundamentals, such as communication, planning and work organisation. These are critical areas of focus for improved safety and productivity performance.
- The pilot project highlighted that functional literacy being a common problem for many businesses. This must be addressed when developing the resources and applying the coaching.
- Coaching must be replicable and sustainable over a period of time.
- To secure the commitment from participants, those becoming involved in the programme must see benefits.
- The programme should be reviewed at periodic intervals to quantify the benefits and if necessary make adjustments.

Timeframe & Budget (preliminary)

Affected and Interested Parties

- Department of Labour
- ACC
- Forest owners
- FICA
- Contractors and their employees
- FITEC



Theme 2 - Safety Simplification

Project 2.1 – Rationalise and Clarify Work Standards

Project Sponsor: Sheldon Drummond (Committee Chair)

Sub-Project Managers

- Activity based Rules & Guidance: Glen Mackie (FOA)

- Accessibility: Glen Carlson (FOA)

- Revision Framework: Glen Carlson (FOA)

Purpose

To simplify the current Rule and Best Practice framework, while maintaining its integrity as training and learning resource. Within scope is the review, rationalisation and updating of the Approved Code of Practice for Safety and Health in Forest Operations (ACOP), the FITEC Best Practice Guidelines (BPGs) and other relevant guidance literature, including HSNO. Inconsistencies between publications and specific company rules will be identified and where possible conflicts resolved through identification of 'Best Practice'.

The project's objectives are to;

- Update existing activity based rules and guidance with a single condensed information source for each activity that supports training for skills, hazard awareness and enforcement (mandatory bottom lines)
- Ensure access to and use of new resources is not hindered by cost, technology and literacy issues.
- Establish a process to keep the revised rule and guidance framework current.

Background

Analysis of persistent and troublesome aspects of safety using the question, "When I think about safety it bothers me that", raised the following (broad) rule related issues.

- *We only follow the rules that work for us.*
- *If we only follow the rules that work for us" then why does industry rely so heavily on rules to set the standard?*



- *If we only take risks based on how safe we feel, do numerous and sometimes conflicting rules assist?*
- *If the transformation could be made to “individuals thinking for themselves about safe productivity”, what type of Rule and Guidance structure would support this?*
- *Can the ACOP, BPG’s and other industry codes and guidelines be rationalised, adding clarity and improving industry access and compliance?*
- *Can the result avoid unnecessary repetition between publications – simplifying the delivery to affected individuals and groups?*

Expected outputs / benefits

There needs to be a strong correlation between industry safety rules and industry best operating practice. If industry rules do not align with practice they become devalued or supplemented by company rules. Development of improved operational practices may also be restricted because of ‘non-compliance’ issues. A single condensed activity based information source that supports training for skills, development, hazard awareness and enforcement (mandatory bottom lines) will assist in alleviating a number of existing conflicts.

Availability and delivery of information has changed significantly in ten years [the ACOP first edition was 1999]. The Leadership, Culture and Workplace Coaching pilot project has also identified functional literacy being a common problem for many businesses. As such, this project has an opportunity to use technology and literacy expertise to deliver a best practice guidance framework in a form that meets the needs of those who rely on this important education, training and awareness foundation.

Establishing a revision timetable to keep the revised rule and guidance framework will mean the evolving needs of industry and its participants will be better met.

Critical Success Factors

- Industry must consider they ‘own’ the result.
- All affected and interested parties must have an opportunity to participate in the review and revision process. As such, there must be a functional cross-section of affected parties on the working group.
- Access to new resources must be provided for all affected parties. This will require addressing economic (cost), literacy issues and delivery options during the revision process.
- The result must reflect current industry best practice and be kept current.



- Regional divergence on best practice will need to be investigated, understood and if possible, resolved.
- Forest owners must resist the need/urge to develop generic 'company rules'.

Timeframe & Budget (preliminary)

Affected and Interested Parties

- Department of Labour
- ERMA
- FITEC
- FICA
- Contractors and their employees
- Forest owners
- LTSC
- FFR
- COHFE

(NB: A Pilot review of the Tree Felling BPG and relevant tree falling sections of the ACOP for feasibility of combining into one publication has been undertaken).



Project 2.2 – Fair & Clear Enforcement

Project Sponsor: Sheldon Drummond (Committee Chair)

Project Managers:

- Enforcement: Wayne Dempster (FOA)

- Recognition: Wayne Dempster (FOA)

Purpose & Objectives

Raise safety standards by providing forestry businesses with information and guidance on enforcement consequences for unsafe operating activity, behaviour and/or accidents. There is also a desire to strengthen relationships and align recognition/incentive systems between the industry and the various government agencies.

The project's objectives are to;

- Ensure forestry businesses have a clear understanding of enforcement options and consequences.
- Examine possibilities for safe haven, certificates of compliance and/or ACC Safety Discounts program benefits for forestry businesses that consistently demonstrate the highest level of commitment to safe and productive workplaces.

Background

In late 2006 FOA wrote to the Minister of Labour, describing areas of concern and recommendations for improvement in the area of enforcement activity. The Department of Labour responded with an offer to work with FOA to develop a set of enforcement standards that could be consistently applied. Also discussed were possibilities of safe haven for those meeting a prescribed standard of safe operations. In the past twelve months there has been little discussion between parties on this topic, but significantly, in April 2009 the Department of Labour released a policy statement titled 'Keeping Work Safe' (see References). It provides much of the principals, approach, tools and guidance required.



Expected outputs / benefits

Enforcement Options & Consequences

Providing a reference to the 'Keeping Work Safe' enforcement policy within the Best Practice framework would be a worthwhile improvement. Developing a more detailed or rigid set of enforcement penalties (fines and/or prosecution) would appear to be more problematic. That said, we believe it is important that DoL has the necessary systems in place to enable their inspectors to enforce standards in a fair and consistent way with non-compliance action based on clear legal precedents and not on personal interpretations. To this end perhaps access to or establishment of a web based summary of forestry prosecutions and infringement notices would be of assistance.

Safe Haven / Workplace Safety Discounts

Determine whether it is possible, under current legislation, to provide Safe haven, for businesses that consistently demonstrate the highest level of commitment to safe and productive workplaces. If so, determine whether this would be a strong safety motivator. If found to be a motivator then what would the 'gold standard' and review mechanisms look like? ACC may be interested in offering/extending and enhanced safety discounts accreditation for businesses operating at this level of achievement.

Critical Success Factors

- Revised BPG framework dedicates a section to enforcement options and consequences.
- Forest owners, DOL, ACC and Contractors show a willingness to work together in partnership to improve systems and reduce injuries.
- Safe haven and/or safety discounts programme entry for companies meeting 'gold standard' are explored with openness.
- Fair and clear consequences for failure to meet minimum standards (acknowledging that circumstances around particular safety related events will likely differ, including an individual's or a company's track record, the potential or actual consequence of the event, improvement actions taken and the remorse shown) are examined.
- Maintaining a strong and cooperative relationship between DoL Forestry Inspectors, forest owners and contractors and the ACC.

Timeframe & Budget (preliminary)



Affected and Interested Parties

- Department of Labour
- ERMA
- FICA
- Contractors and their employees
- FOA
- LTSC



Programme Management, Collaboration & Execution

FOA may not necessarily be the logical 'owner' of all of these projects. As such it acknowledges that collaboration and funding assistance will be required to ensure that aspects of projects are successfully completed. It cannot rely solely on in-kind contributions to execute and complete the various improvement opportunities identified. Programme management will be provided by a Steering group consisting of the various project managers.

The following programme management structure is recommended.

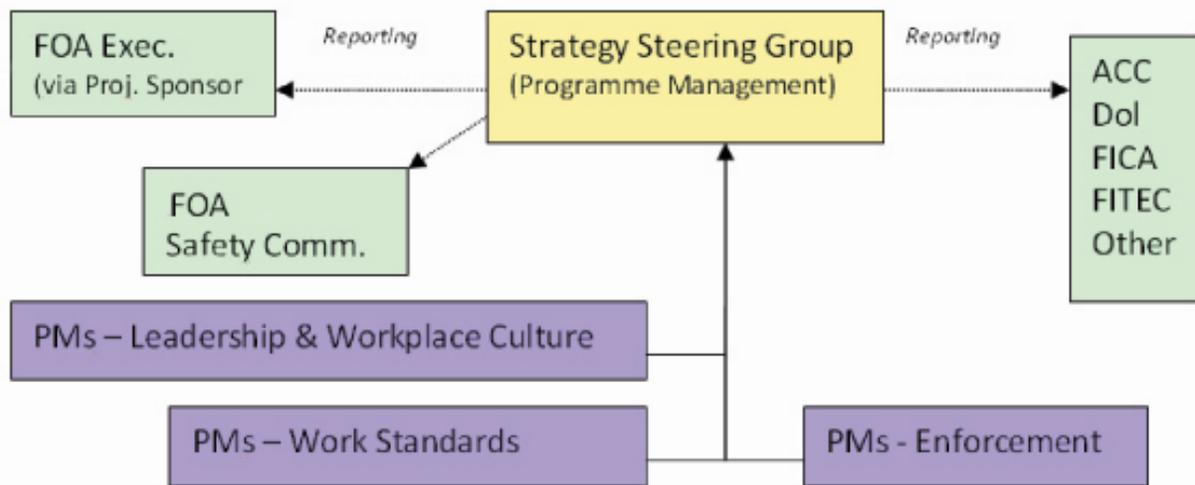


Figure 8

Funding, Priorities and Resources

Funding requirements will be better understood once the various project plans are further developed, priorities established and the resources required to undertake the various projects have been determined. As such they have not been included within this document. A reliance on in-kind support to execute many aspects of the plan will remain.

It is worth noting that two other projects were considered for inclusion within the strategy. These were put aside due to a lack of funding and lower priority. Their benefit will be reassessed at a later time.

It should also be noted that the Department of Labour, ACC and PF Olsen Ltd have contributed significant resources to date in order to get the Leadership and Workplace Culture pilot project underway.



Measuring Performance and Benefits

The Strategy Map (Figure 8) sets out a number of high level measures. These along with annual targets will, in part, define the required standards of achievement. It is important that these measures are reviewed for clarity and appropriateness after more in-depth project plans have been developed, resources available have been determined and milestones and targets better understood.

Other measures and targets may include, for example;

- Injury and Severity Rate reduction
- ACC Claim numbers
- ACC Accreditation Programme numbers
- Levels of participation in Industry programmes
- Levels of completion in Industry programmes
- People trained or under training
- Documentation reduction
- Compact and effective safety systems in the workplace
- Productivity measures

It may be appropriate to use surveys to collect safety perceptions before, during and post project.

