



**BC Forest Safety Council**

# **council work plan**

**2011-2013**



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## PREFACE

As we begin to take the next steps in the 2011 – 2013 period, the forest industry should take a moment to consider the accomplishments it has achieved in the past five years. From 2005 to 2009 the non HCO (lost time) injury rate has dropped by 35% from 6.60 to 4.24 people injured per 100 people working. The serious injury (more than 30 days off work) rates in the industry have dropped by 31% from 3.08 to 2.11 per hundred people working. Putting it bluntly, more people are going home alive and without injury today than would have without all of your effort.

Fatalities have also decreased. In harvesting in the period leading up to 2005, we averaged over 21 fatalities per year in BC. In the period from 2006 to 2009 the average dropped almost by half to 11.5. In 2009 for the first time there were less than 10 direct fatalities in the industry, with four occurring that year. In 2010, as of the time of writing this preface note, there are 6 direct fatalities. Although any fatality is too much, progress has been made and we need to recognize that as we continue our work. There are also fatalities associated with our industry in people who work with and support us. In 2009 and 2010 there were a total of three fatalities in forest fire fighting aircraft operations.

Our great challenge at this time is to finish the job. Our industries injury rates are still almost double the provincial average. (We used to be three times as high). When injured, our people are off work longer due to the seriousness of the injuries. So although we have made progress, we still have a long way to go, but the dedication of people in the industry shows we can get there.

The achievements so far are just a first step. True change in safety outcomes takes time to become part of the fabric of a worker's life, a company's operations and an industry's culture. The Council and its members are well aware that any progress to date could be lost without continued attention and well-considered next steps. The challenge for the Council over the next years will be to:

- Continue to focus on the areas of highest risk in the industry;
- Help our clients to consistently integrate safety systems and principles into their work to avoid injuries and improve business results;
- Refine and improve our current activities; and
- Improve our service and responsiveness to our customers.

This WorkPlan focuses on these areas.



## MISSION

The Council’s mission is “to eliminate all fatalities and serious injuries in the forest sector of British Columbia”.

We will accomplish this by focusing on the following strategic priorities:

- **Promoting Cultural Change** to ensure that safety is treated as an over-riding priority and a shared responsibility.
- **Developing a Competent and Confident Workforce** where workers are well-trained, well-supervised and will refuse to work unsafely.
- **Encouraging Companies** to have in place functioning safety programs and policies that meet and exceed all regulatory requirements.
- **Promoting a Safety Conscious Legal Regime** in which the laws, regulations and compliance programs encourage and support safety.

The Council’s mission and focus result from the work of the BC Forest Safety Task Force (Task Force) which developed a safety strategy and 20 recommendations. These have been used to guide the efforts of the Council since its inception. The Task Force also developed the “Forest Safety Accord” (Accord) which sets out the key beliefs and principles that govern how safety should be practiced. It has been adopted by the Council, all member organizations, and industry as our Safety Constitution.

The Accord and the recommendations of the Task Force are available on the Council’s website [www.bcforestsafe.org](http://www.bcforestsafe.org). If you are reading this online, you can click [here](#) and [here](#) to link to these documents.



## THE PLANNING CONTEXT

In making plans for the future the Council, working with industry, looks at the high injury areas for the forestry industry. In our strategy we focus on building leadership at all levels understanding of their critical role in safety, helping companies develop good safety systems, and putting efforts directly towards those issues causing the most injuries.

In 2009, the injury statistics show that several efforts are required to impact the issues causing the injuries. Across the industry some broad programs are required to build everyone's awareness in skills. These broad programs include increasing everyone's ability to recognize and address hazards (RADAR), reduce injuries from slips, trips and falls, resource road driving, and a program designed to reduce injuries from people caught In the Bight. These programs have been started in 2010 and will continue into the future years.

Three specific groups in the industry also require tailored efforts for injury reduction. There were 286 serious injuries in 2009. Logging truck drivers had 68, manual tree fallers 65, and silvicultural workers 40. The same general issues noted in the prior paragraph affected these groups as well, but in addition, motor vehicle accidents were high with logging truck drivers, "struck by" was high with manual fallers, and musculoskeletal/repetitive motion was high with silviculture workers. As you review the WorkPlan for 2011 and beyond you will see directed efforts at each of these areas.

As we reduce injuries in one area, we move on to the next highest priority and continue to draw on industry people to solve the issues that can lead to a positive change.

### **Economic Challenges**

The forest industry is still coming through one of the most difficult market periods it has faced. With the collapse and continued low US housing market, the industry has had to adapt to survive. Recently the economic news has been a little more positive with markets opening in China, but improvement is expected to be slow. With the continuing difficult economic conditions for the industry, the Council has also worked to reduce and control cost.

We have continued to limit the immediate costs of participating in Council activities:

- For 2011, fees for certification in the SAFE Companies program have remained frozen at 2006 levels.
- The Council continues to defer SAFE Companies annual fees.
- 2010 saw the implementation of a more efficient SAFE Companies audit process.
- Course fees where possible remained frozen, and the Council continued to make every effort to offer training activities as 'close to home' as possible to reduce participants' costs.
- We have extended our refund policy to allow the greatest possible flexibility for companies having to change operations for economic reasons.
- The Council's Ombudsman and Safety Advocates continue to provide services at no direct costs to the user.
- Faller annual fees used to fund specific efforts for fallers including maintaining a registry, although unpopular, continue to be frozen.



## **Integration of Safety as part of Business Operations**

As time has passed with the focus on improving safety, more and more companies are realizing benefits in their overall business results by having good safety systems. Good safety systems are really just having good methods of designing and planning your business, including how you make sure people have the knowledge and skills they need along with the right tools all the time, and going to take a look from time to time that it is all working as you expect. As company leaders keep improving the systems to keep people injury free, they are finding their operations run more smoothly, are more predictable and achieve overall better results. Integrating safety practically into having productive injury free operations is the key to the long term permanent “culture change” everyone said needed to occur in the industry.

Our challenge is to keep going and permanently instill the belief that safety is an integral part of a successful business. Although many operators are getting it, there are also still many who believe safety is an added cost to their business. The Council has people ready to go to the field to support operations in understanding how to make this pay, beyond the reduction in WorkSafeBC assessments that we have seen (despite lower hours worked to spread the cost over), and COR rebates. The real value is in improved operational efficiency and more people going home without injury.

## **Responding to Industry**

The BC Forest Safety Council is your Council. The people who work at the Council are here to support industries’ efforts to reduce fatalities and serious injuries. Let us know what you think of this WorkPlan – is it on track to help you, and the other people in the industry, reduce fatalities and serious injuries. Are we providing the support you need?



## AREAS OF FOCUS, GOALS AND PERFORMANCE MEASURES

For the 2011-2013 period the Council will continue to pursue its mission:

- *“To eliminate fatalities and serious injuries in the forest sector of British Columbia.”*

Progress towards the mission will be centred on five strategic priorities:

1. Promoting cultural change;
2. Developing a competent, confident workforce;
3. Promoting SAFE Companies certification;
4. Supporting a safety conscious legal regime; and
5. Maintaining an efficient, well run Council organization.

The Council has identified 5 areas of focus and associated goals:

<b>The Council’s Mission is to eliminate fatalities and serious injuries in the forest sector of British Columbia</b>					
<b>We will accomplish our mission by:</b>	<b>Promoting Cultural Change</b>	<b>Developing a Competent, Confident Workforce</b>	<b>Promoting SAFE Companies Certification</b>	<b>Supporting a Safety Conscious legal Regime</b>	<b>Maintaining an Efficient, well run organization</b>
<b><i>Areas of Focus</i></b>	Informing and engaging industry	Improving training outcomes	Improving audit practices and performance	Developing industry standards and best practices	Customer service
<b><i>Goals</i></b>	Re-engaged industry senior leadership supporting change throughout organizations	Targeted training improvements	Improvement to overall audit process to increase results, practicality, streamlining, and reciprocity	Recognized by industry and regulators as authoritative source of standards and best practices	Positive customer service at each interaction  Set a climate of responding to customer needs
			A higher percentage of companies understand how improving safety and their business success tie together		



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<b>We will accomplish our mission by:</b>	<b>Promoting Cultural Change</b>	<b>Developing a Competent, Confident Workforce</b>	<b>Promoting SAFE Companies Certification</b>	<b>Supporting a Safety Conscious legal Regime</b>	<b>Maintaining an Efficient, well run Council</b>
			Incorporate feedback to Council go streamline audit procedures		
			Reciprocity with other systems		

In addition, each Council program area has defined its goals and performance measures using the same areas of focus.



## GOAL 1:

Re-engaged industry senior leadership supporting change throughout organizations.

Strategies for achieving the goal:

- Personal senior level re-engagement between the Council and industry leadership;
- Recommitment and re-engagement by industry leaders in advancing safety in their organizations and the industry as a whole;
- Involvement of senior leadership in setting go-forward safety goals for the industry.

Performance Measure	2010 Target	2011 Target	2012 Target	2013 Target	Beyond 2013
Senior level re-engagement measured by personal participation in industry safety initiatives	<p>Cement common understanding and goals among senior leadership by focusing on expert development and training appropriate to them</p> <p>Involvement of senior leaders in communicating and supporting success of safety activities internally to their organizations and to the broader industry</p>	Senior leaders provide key direction on next Council 3 year workplan	Continued strategic involvement by senior leaders	Continued strategic involvement by senior leaders	Continued strategic involvement by senior leaders



## GOAL 2:

Targeted training improvements.

Strategies for achieving the goal:

- Improve trainers to increase success in those interactions;
- Improve training to maximize safety outcomes for participants.

Performance Measure	2010 Target	2011 Target	2012 Target	2013 Target	Beyond 2013
Recruit, develop and retain excellent trainers. Measured by raising overall level of qualifications among trainers	Based on results of quality assurance and changes in client scope (i.e. manufacturing) refine training of current and new trainers	Develop certification process for key trainer-types, based on needed skills and risks of training activities	Implement certification of Council trainers in identified key areas	Review and continue to upgrade trainer requirements	Review and continue to upgrade trainer requirements
Confirm training is achieving desired results. Measured by student surveys and quantitative/qualitative analysis of training results	Evaluate training results based on claims and survey information. Implement key changes	Conduct annual quality assurance checks for trainers	Continue improvements based on survey and statistics	Continue improvements based on survey and statistics	Continue improvements based on survey and statistics



## GOAL 3:

Improvement to overall audit process to increase results, practicality, streamlining, and reciprocity.

Strategies for achieving the goal:

- Maximize efficiencies in routine certification activities so as to focus on “safety value added”.

Performance Measure	2010 Target	2011 Target	2012 Target	2013 Target	Beyond 2013
Faster return of audits to clients. Measured by review time from receipt of completed audit	Work with industry to reduce delays due to submission surges  5 week audit turnaround time back to company	Audit submissions are even-flowed across the calendar year  December audit submissions are reduced by 25%.  20% of all audits are submitted electronically  4 week audit turnaround time back to company	30% of all audits are submitted electronically  3 week audit turnaround time back to company  Electronic Audit submission database / tool developed and implemented	40% of all audits are submitted electronically  2 week audit turnaround time back to company	Review goals



Performance Measure	2010 Target	2011 Target	2012 Target	2013 Target	Beyond 2013
<p>Increase level of personalized, practical feedback to SAFE Companies participants in the audit process to help improve safety results.</p>	<p>Continued development of “value-added” comments associated with audits. Council advice and feedback is informed and consistent to all clients</p> <p>Development of value propositions for each audit question</p> <p>Linkages with Safety Advocates (see Goal 6) to focus assistance more directly where needed</p>	<p>Audit review feedback from Council staff and representatives are consistent</p> <p>Development of an electronic tracking and submission tool with feedback and comment applications</p> <p>Development of feedback mechanisms from field verification audits.</p>	<p>Review goals</p>	<p>Review goals</p>	<p>Review goals</p>



Performance Measure	2010 Target	2011 Target	2012 Target	2013 Target	Beyond 2013
	Use beginning of recertification process for SAFE Companies as opportunity to improve practicality and understanding how the audit ties into a strong safety system				
Incorporate feedback to streamline audit process	Revise audits based on industry feedback and implement changes by the end of Q2	Review industry feedback from 2010 Q3 and Q4 new audit rollout and incorporate changes	Review 2011 feedback from industry and incorporate changes into audits		
	Work to achieve reciprocity with at least one other Certifying Partner	Achieve reciprocity with other Certifying Partners for a total of at least 2 agreements.  Benchmark other independent Certifying Partners such as ISNetworkd	Work to achieve reciprocity with at least one independent Certifying Partner such as ISNetworkd		



## GOAL 4:

Recognized by industry and regulators as authoritative source of standards and best practices.

Strategies for achieving the goal:

- Complete current standard setting exercises with support and buy-in from industry partners;
- Choose meaningful next steps for safety standard development.

Performance Measure	2010 Target	2011 Target	2012 Target	2013 Target	Beyond 2013
Complete faller supervisor standards and conduct quality assurance reviews on fallers	Finalize and implement faller supervisor standard across industry	Quality check to see if desired results are being obtained  50 fallers have received a quality assurance review by a Council representative	Work with industry to assure appropriate number of certified supervisors are trained for industry needs	Maintain course quality and effective interaction with industry.	Maintain course quality and effective interaction with industry
Complete log truck driver certification program development	Develop initial log truck driver training standard.  Determine need for training or certification with industry advisory group	Conduct pilot courses and exams, evaluate results and adjust program as required	Finalize the program content, delivery method and administration. On boarding of other stakeholders, regulators and agencies	Certification program is fully implemented	



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<b>Performance Measure</b>	<b>2010 Target</b>	<b>2011 Target</b>	<b>2012 Target</b>	<b>2013 Target</b>	<b>Beyond 2013</b>
Develop an industry recognized suite of safety standards and practices	Develop 2010 standards and practices Refine process for industry input into standard setting and revision	Develop 2011 standards and practices Refine process for industry input into standard setting and revision	Complete an industry endorsed suite of industry best practices/ guidelines for key occupations and activities	Continue to develop range of tools, from industry best practices/ guidelines to certification standards, focusing on highest need	
Improve access to information via the website as measured by site visits, page view counts for key safety information pages, and downloads of material	Monitor user interface with site through real-time user testing  Incorporate identified changes into website	Review goals			



## GOAL 5:

A higher percentage of companies understand how improving safety and their business success tie together.

Strategies for achieving the goal:

- Link safety and business success in a meaningful way;
- Develop feedback loops that allow progress to be both measured and improved.

Performance Measure	2010 Target	2011 Target	2012 Target	2013 Target	Beyond 2013
More companies learn how safety can be integrated into their overall business operations. Measured by participant feedback	Curriculum changes based on feedback and Council clarification of goals	Council staff lead 2 benchmarking trips with selected members from industry  Program changes made and implemented in all Auditor training and SAFE Company COR training to include a more detailed section on Safety Management Systems	Review and adjust approach to accommodate certification cycle and activities	Review and adjust approach to accommodate certification cycle and activities	



<b>Performance Measure</b>	<b>2010 Target</b>	<b>2011 Target</b>	<b>2012 Target</b>	<b>2013 Target</b>	<b>Beyond 2013</b>
Improved demonstrated acceptance of safety management as an integrated part of business operations. Measure by personal testimony, observation and survey	Field-based follow up with individual companies based on demonstrated need  Education on what a Safety Management System is and how it links back to audits and integration into the business	Development of a Safety Management System template and associated forms made available to industry  Development of a Safety Tracking System and Value proposition for audit questions developed an made available to industry  Development and implementation of a second “Enhanced” audit level tier	Development and implementation of a third “World Class” audit level tier  Work with WSBC Certificate of Recognition Partner to establish a higher rebate for companies demonstrating and achieving World Class Safety		
Increased and targeted Council outreach – to reinforce safety/business link	CEO outreach (see Goal #1)  COO and senior staff outreach	CEO outreach (see Goal #1)  COO and senior staff outreach	CEO outreach (see Goal #1)  COO and senior staff outreach		



## GOAL 6:

Positive customer service at each interaction.

Strategies for achieving the goal:

- Understand customer opinion on key issues;
- Improve response to direct customer enquires;
- Increase personal on-site assistance.

Performance Measure	2010 Target	2011 Target	2012 Target	2013 Target	Beyond 2013
Structured customer opinion feedback to direct targeted improvements	Solicit feedback to support: changes to the SAFE Companies' audit program	Implement an annual survey program for improvements to the audits and audit program  Develop a process to collect and review feedback from annual verification audits on improvements to the SAFE Companies program  Implement a review process of all external auditors from the company audited.  100% follow-up of all enquires and complaints	Conduct and refine surveys	Conduct and refine surveys	Conduct and refine surveys



Performance Measure	2010 Target	2011 Target	2012 Target	2013 Target	Beyond 2013
<p>Improved response to client contact. Measured by phone response metrics and complaint logs</p> <p>Also see Audit Targets for simplified Audit and improving audit turnaround time</p>	<p>Review and update phone protocols to adapt to changing office locations, changing staff and Forest Products Manufacturing (FPM) mandate</p> <p>Goal: less than 1% complaints recorded</p>	<p>Monitor</p>	<p>Monitor</p>	<p>Monitor</p>	
<p>More face-to face interactions with clients. Measured by increased mandate and activity by Advocates and in field Council personnel</p>	<p>170 certified SAFE Companies have received an onsite verification audit by a Council representative</p>	<p>270 certified SAFE Companies have received an onsite verification audit by a Council representative</p>	<p>Work with WSBC Certificate of Recognition (COR) partners program to implement a new certification cycle model. Three year cycle to include one certification or re-certification audit, one maintenance audit, and one verification audit</p>		



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Performance Measure	2010 Target	2011 Target	2012 Target	2013 Target	Beyond 2013
	Forest Safety Advocates focus on helping SAFE Certified Companies continue to improve and build a response feedback loop to incorporate and respond to advice from the field	Based on client feedback and forward-looking needs assessment, reconsideration of Safety Advocate role to maximize benefits to clients			
Implement set of efficiency measures to highlight opportunities for more effective resource use	Measures are reported to Board, and results incorporated into program plan and Council budget	Review if measures should be updates			



## RESOURCE SUMMARY

Business Area	2010 Budget	2011 Budget	2012 Estimate	2013 Estimate	Beyond 2013
<b>Forest Worker Development</b>					
<b>Operating Expenses</b>	2,358,382	2,121,985	2,362,005	2,362,005	2,362,005
<b>Revenue</b>	2,358,600	2,063,350	2,360,000	2,360,000	2,360,000
<b>FTE's</b>	6.1	8.5	7.0	7.0	7.0
<b>SAFE Companies</b>					
<b>Operating Expenses</b>	2,844,854	2,546,692	3,197,244	3,197,244	3,197,244
<b>Revenue</b>	2,848,430	2,547,792	3,196,851	3,196,851	3,196,851
<b>FTE's</b>	12.9	10.5	15.4	15.4	15.4
<b>Transportation Safety</b>					
<b>Operating Expenses</b>	380,590	509,050	360,857	360,857	360,857
<b>Revenue</b>	395,000	513,500	372,000	372,000	372,000
<b>FTE's</b>	2.0	3.0	2.0	2.0	2.0
<b>Council Initiatives*</b>					
<b>Operating Expenses</b>	219,332	312,362	573,398	573,398	573,398
<b>Revenue</b>	224,700	312,850	575,000	575,000	575,000
<b>FTE's</b>	9.0	8.0	9.0	9.0	9.0
	*Cross organization initiatives and special projects - for example worker wellness initiative, forest products manufacturing project, Ombudsman's office.				

Notes:

- Rent, IT infrastructure, Xerox costs, legal and other administrative expenses are accounted for separately and costs distributed among all business areas listed above as part of their operating expenses.
- All of the Council Corporate FTEs are accounted for under Council Initiatives.
- "Revenue" in the SAFE Companies program includes Revenue Adjustment Fund income.