

Communication

The single biggest problem in communication is the illusion that it has taken place.
– George Bernard Shaw

What it is

Sharing information with the right person, in the right form, at the right time and, most importantly, checking the message has been received and understood.

Why do it

Communication is a key factor in creating and maintaining a safe and healthy forestry operation. It ensures that all workers are fully aware of the plan for the day and their role in keeping themselves and others safe. It is, however, not just about communicating good practice – it is also about creating a culture of safety to prevent incidents and ill health. Good two-way communication ensures that everyone is aware of the risks, as well as the preventive and protective measures necessary to control these risks.

How to do it

- ▶ Allocate time to discuss health and safety issues
- ▶ Have open and honest discussion on health and safety issues at all meetings (e.g., tailgate meetings) as well as during the working day
- ▶ Record health and safety related decisions made at meetings
- ▶ Keep written and verbal communications simple, to the point, and easy to understand
- ▶ Communicate face-to-face as much as possible
- ▶ Encourage two-way communication, with both the giver and recipient of the information taking responsibility to check messages are received and understood
- ▶ Use different ways to communicate the same message
- ▶ Keep written communications (e.g., H&S minutes and posters) up-to-date
- ▶ Provide the tools necessary for effective communication
- ▶ Develop the communication skills of all workers.

Track it

Use the following checklist to track whether your communication practices are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Allocate enough time to discuss health and safety matters			
Have the information we need to stay safe and well			
Discuss health and safety issues openly			
Raise health and safety concerns			
	Urgent action required	Action required	On the right track

Remember...

Workers intentions to adopt safe working practices are influenced by the usability and usefulness of the safety communications they receive.

Learning

The purpose of an investigation is to understand how things usually go right as a basis for explaining how things occasionally go wrong. – Erik Hollnagel

What it is

Improving the health and safety of a workplace through learning from both what is working well, as well as from near hits and incident.

Why do it

To continually increase people's safety and wellness, every opportunity to learn and make improvements needs to be identified and taken. Learning opportunities exist not only in things that have gone wrong (e.g., near hits and incident), but in the everyday work (i.e., things that go right most of the time). There is a significant amount of learning to be had from understanding why things worked well despite less than ideal conditions, as there is from things that go – or have the potential to go – wrong.

How to do it

- ▶ Look for opportunities to learn in everyday work – don't wait for something bad to happen to learn and improve
- ▶ Focus on how things usually go right as a basis for explaining how things occasionally go wrong
- ▶ Ask: 'What did we do today that helped us to go home safe and well?'
- ▶ Provide opportunities for workers to make suggestions for process improvements
- ▶ Use mistakes, near hits, and incident as opportunities for learning rather than finger pointing
- ▶ Involve workers in investigations so that their insights are included
- ▶ Ask: 'What happened? Why did it make sense for people to do what they did? How did we respond? How can we avoid similar situations in future?'
- ▶ Discuss how to hold each other to account
- ▶ Report the findings of all investigations to workers.

Track it

Use the following checklist to track whether your learning practices are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Learn from what we do well			
Learn from our mistakes			
Take part in investigations			
Share ways to improve our health and safety			
	Urgent action required	Action required	On the right track

Remember...

Look for opportunities to learn from everyday work – don't wait for something bad to happen to learn and improve.

Recognition

Recognition is the greatest motivator. – Gerard C. Eakedale

What it is

Encouraging, appreciating, and rewarding safe and healthy working behaviours.

Why do it

Recognition has the effect of motivating desired behaviors. People who receive positive reinforcement for a behaviour are far more likely to repeat it. This is the basis of creating a workplace culture that promotes and supports healthy, safe work practices. We do what we do because of consequences. Recognising healthy, safe work practices reinforces that the health and safety of workers is valued. Feedback lets workers, and others, know how well they are progressing toward the health and safety goals, allowing them to adjust their efforts to meet those goals.

How to do it

- ▶ Clarify what are safe and unsafe work practices
- ▶ Discuss and agree what, and how, healthy and safe work practices should be recognised
- ▶ Discuss the importance of everyone recognising safe and healthy practices
- ▶ Provide positive, immediate, consistent feedback for safe and healthy work practices
- ▶ Provide feedback that is meaningful to the person receiving it
- ▶ Talk about safe and healthy work practices in crew meetings
- ▶ Get workers to identify others who are working safely
- ▶ Celebrate health and safety achievements
- ▶ Develop the skills to provide effective feedback
- ▶ Consistently hold people accountable for unsafe practices.

Track it

Use the following checklist to track whether your recognition practices are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Give positive feedback for healthy, safe practices			
Celebrate health and safety achievements			
Call each other out on unsafe or unhealthy work practices			
Discuss what supports healthy, safe practices			
	Urgent action required	Action required	On the right track

Remember...

People who receive meaningful recognition for a particular behaviour are more likely to repeat it. We want positive feedback to be part of our workplace culture (i.e., the way we do things here).

Training and Competency

Competence is a great creator of confidence. – Mary Jo Putney

What it is

Making sure all workers have the necessary knowledge, skills, experience and attitudes to complete required tasks and activities competently, keeping themselves and others safe and well.

Why do it

Competent workers decrease the likelihood of incidents and ill health.

Effective training ensures that people know how to work safely and without risks to their health. Developing competence also promotes a positive health and safety culture, where safe and healthy working becomes second nature to everyone. Training workers to ensure they are competent to do tasks and activities is also a legal requirement.

How to do it

- ▶ Identify the skills and knowledge needed for people to do their jobs in a safe and healthy way
- ▶ Assess competence to ensure training has been effective and to identify additional training needs
- ▶ Develop individual training plans with agreed timeframes
- ▶ Provide training specific to the job and the risks associated with it
- ▶ Retrain people if they need it
- ▶ Supervise workers not yet considered to be competent at a task
- ▶ Have enough people so that there is a competent person for each task
- ▶ Keep up-to-date records of each worker's training and experience
- ▶ Keep training materials up-to-date and accessible
- ▶ Provide the resources and time for people to get the training they need.

Track it

Use the following checklist to track whether your training and competency practices are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Have the knowledge, skills, and experience to work safely			
Are assessed for competency			
Get refresher training			
Review the appropriateness of our training			
	Urgent action required	Action required	On the right track

Remember...

Before you ask someone to do a job, check they're competent to do it.

Relationships

Treasure your relationships, not your possessions. – Anthony D'Angelo

What it is

Building a culture in which everyone respects and values each other's contributions and works collaboratively with each other.

Why do it

Building mutual trust and respect helps get the best out of people as they feel heard and valued, leading to a greater willingness and confidence to speak up honestly, share information, follow procedures and challenge unsafe practices. When everyone relates well to each other, shows respect, and trusts each other, there is a willingness to get the job done safely.

How to do it

- ▶ Make time to meet and get to know your workforce
- ▶ Clarify to the people you work with the importance of good working relationships – both in terms of health and safety outcomes and broader operational outcomes
- ▶ Emphasise that while people have different roles, everyone is part of the crew and everyone's contribution is important
- ▶ Agree on what treating someone with respect looks like (e.g., we look out for each other, we speak respectfully to each other, we support each other and don't go behind each other's backs, etc.)
- ▶ Identify the barriers to a smooth working relationship – taking care to involve all parties in this discussion
- ▶ Discuss ways to overcome these barriers and agree a plan of action – again, all parties must be involved in this discussion
- ▶ Treat everyone fairly and consistently
- ▶ Identify any relationship issues that are of concern as soon as possible
- ▶ Discuss the potential health and safety consequences of these issues
- ▶ Encourage 'we're all one team' ways of thinking and discourage 'us versus them' ways of thinking.

Track it

Use the following checklist to track whether your relationship practices are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Work well together			
Work well with our supervisors and managers			
Look out for each other			
Help each other when needed			
	Urgent action required	Action required	On the right track

Remember...

Building trust and respect takes time but it helps you get the best out of people.

Worker Engagement

Worker engagement may have been optional in the past, but it's pretty much the whole game today. – Gary Hamel

What it is

Involving all workers in decisions that impact on their health and safety, and ensuring everyone has a voice when it comes to health and safety.

Why do it

Strong worker engagement and participation leads to healthier and safer workplaces. When workers are involved in shaping work systems, they suggest practical, cost effective solutions, and are more likely to help make them happen in practice. Nobody knows a job better than the person currently doing it, so their input is vital to the ongoing use, and improvement, of healthy and safe work practices. That's why involving workers in health and safety is a legal requirement.

How to do it

- ▶ Have an agreed, formal process for workers to participate in health and safety matters and to contribute to the decision-making process
- ▶ Provide informal opportunities for workers to share their views and raise work health and safety issues
- ▶ Ask for, and consider, the views of workers
- ▶ Provide feedback on issues raised by workers in a timely manner
- ▶ Involve workers in planning how work can be done safely
- ▶ Involve workers in risk assessments
- ▶ Involve workers in reviewing health and safety procedures
- ▶ Involve workers in near hit and incident investigations
- ▶ Share information and decisions in a timely manner
- ▶ Support formal worker representation, if required.

Track it

Use the following checklist to track whether your worker engagement practices are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Discuss health and safety issues			
Help plan the safest way to work			
Review health and safety procedures			
Raise health and safety concerns			
	Urgent action required	Action required	On the right track

Remember...

Health and safety is everyone's responsibility. We all need to get involved and contribute if we are to improve what we do and how we do it.

Work Pressure

You can measure a person's character by the choices they make under pressure.
– Winston Churchill

What it is

Never compromising on health or safety due to work pressures.

Why do it

Challenging work can be motivating, but excessive or prolonged work pressure is a health and safety issue. If work pressure becomes unmanageable, excessive or prolonged, it can have a negative impact on workers' health and safety. Some of the negative effects include physiological or psychological ill health, fatigue, risk-taking behaviours, poor decision-making, and poor working relationships. No one should feel pressured to work unsafely or to put their health at risk to get a job done.

How to do it

- ▶ Lead by example and never compromise your own or anyone else's health or safety
- ▶ Set realistic timeframes to meet production targets
- ▶ Expect the unexpected
- ▶ Take every opportunity to reinforce the message that no one should feel pressured to work unsafely or unhealthily to get a job done
- ▶ Provide positive feedback when someone challenges an unsafe work practice or stops work because they think it is unsafe
- ▶ Identify and track potential sources of work pressure (e.g., workload, number of hours worked, changing priorities), and reprioritise work if need be
- ▶ Agree a suitable phrase or signal that can be used when someone feels under pressure or sees a mate under pressure
- ▶ Make work pressure an agenda item at meetings and brainstorm strategies for managing work pressures
- ▶ Encourage regular one-on-one discussions to ensure early identification of work pressures
- ▶ Offer support, where practicable, to help with personal issues that may put workers under pressure at work.

Track it

Use the following checklist to track whether your practices to manage work pressure are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Stop work if it cannot be done without harm			
Discuss how to manage work pressures			
Help each other to get the work done without harm			
Challenge unsafe or unhealthy conditions and actions			
	Urgent action required	Action required	On the right track

Remember...

We value our people and no job is so important that we will compromise someone's healthy and safety.

Leadership

When the best leader's work is done the people say, 'We did it ourselves'. – Lao Tzu

What it is

The visible commitment to ensuring that everyone working in forestry operations gets home safe and well every day. Leaders can work at any level in the organisation.

Why do it

Leaders influence the health and safety culture by what they say and do. Through their actions and words, they make it clear that if the job can't be done safely then it shouldn't be done at all. Their words and actions show that risk-taking behaviours, poor standards and system non-compliance are not acceptable.

How to do it

- ▶ Follow safety rules and lead by example
- ▶ Set clear health and safety goals and standards
- ▶ Allocate the resources necessary to achieve these goals and standards
- ▶ Put health and safety first when planning and doing work
- ▶ Follow through on commitments regarding health and safety
- ▶ Challenge unsafe practices regardless of who is involved
- ▶ Recognise and praise safe work practices
- ▶ Respond constructively when told about hazards, near hits and incidents so people are not afraid to tell us about them
- ▶ Follow up on issues as soon as they are raised
- ▶ Stop work to assess risk when conditions change and only start when the risk is reduced or managed.

Track it

Use the following checklist to track whether your leadership practices are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Set clear health and safety goals			
Follow safe practice and rules			
Stop work that cannot be done safely			
Put worker health and safety before targets			
	Urgent action required	Action required	On the right track

Remember...

Leaders influence the health and safety culture by what they say and do.

Reporting and Investigating

No-one can hope to find out the truth without investigation. – George F. Richards

What it is

Sharing, recording, and examining all health and safety information related to hazards, risks, near-hits, and incidents to prevent further harm and maximise the learning and ongoing improvement of workplace health and safety.

Why do it

Information about hazards, risks, near-hits, and incidents provides the basis for learning and improvement. Information recorded is used to identify potential risks to the health and safety of the crew. It provides opportunities for workers to engage in promoting a safe and healthy workplace and creates an open culture where everyone shares and contributes in a responsible manner to their own health and safety and that of their fellow workers.

How to do it

- ▶ Develop clear reporting and investigation policies and processes
- ▶ Involve workers in the development of policies and processes
- ▶ Train all workers on the value of, and process for, reporting and investigating
- ▶ Keep the reporting process easy to use
- ▶ Act on reports and feed back to the crew the positive steps taken to improve workplace health and safety because of the reporting
- ▶ Provide positive feedback to those who report information
- ▶ Celebrate the success and value of the reporting process
- ▶ Investigate all near-hits and incidents to identify all contributing factors
- ▶ Involve workers in investigations
- ▶ Use investigation outcomes to improve health and safety systems and processes.

Track it

Use the following checklist to track whether your reporting and investigating practices are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Report all hazards, risks, and near hits			
Use near-hits as an opportunity to improve health and safety			
Look for contributory factors to incidents			
Encourage each other to report hazards, risks, and near-hits			
	Urgent action required	Action required	On the right track

Remember...

By reporting and investigating risks, near hits and incidents, we can continue to improve the way we do things and prevent further harm.

Risk Management

Life is more risk management, rather than exclusion of risks. – Walter Wriston

What it is

Identifying and controlling work-related health and safety risks, particularly those that have the potential to cause people serious injury or illness.

Why do it

A healthy and safe workplace starts with identifying and understanding what your work-related health and safety risks are and taking all reasonably practicable steps to eliminate or, where they can't be eliminated, minimise the risks. If we don't challenge unsafe work conditions and practices, we are effectively accepting them.

How to do it

- ▶ At the planning stage walk around the skid site or block to identify what could threaten the health or safety of your workers and others, either immediately or over a long period
- ▶ Involve workers in identifying and assessing these risks
- ▶ Focus your attention initially on risks that could cause permanent injury or illness, or death
- ▶ Work out which risks to control by asking the likely consequences of being exposed to the identified risk and the probability that people could be harmed
- ▶ Review your current control measures, and evaluate whether they are managing the risk
- ▶ Review work activities on an ongoing basis to identify any new risks that need to be managed
- ▶ Consider whether your workers' general health could affect their ability to work safely (e.g., reduced mobility, existing illness or injury)
- ▶ Identify any unsafe work practices that are being ignored
- ▶ Explore why this happens (e.g., lack of knowledge or skills, lack of gear, pressure to get the job done, poor attitude)
- ▶ Discuss and agree suitable ways of dealing with these circumstances.

Track it

Use the following checklist to track whether your risk management practices are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Are involved in assessing unsafe and unhealthy work conditions			
Eliminate or minimise identified risks			
Stop work when conditions change			
Challenge unsafe or unhealthy work behaviours			
	Urgent action required	Action required	On the right track

Remember...

If we don't challenge unsafe work conditions and practices, we are effectively accepting them.

Systems and Procedures

If you're too busy to build good systems, then you'll always be too busy. – Brian Logue

What it is

Health and safety systems and procedures are a way to organise and manage work and provide information on risks. They provide workers and others with protection against harm from work risks, as is reasonably practicable.

Why do it

Health and safety systems and procedures provide a coordinated and systematic approach to managing health and safety risks. They enable forestry businesses to improve safety performance and comply with legislation and standards. They establish safer working environments that protect people by eliminating, or better managing, health and safety risks. In tandem with effective worker engagement processes, they enable workers to take a constructive role in promoting improvements in work practices and in achieving a healthier and safer working environment.

How to do it

- ▶ Involve workers in the development of systems and procedures
- ▶ Keep systems and procedures clear, easy to read and in good condition (not dirty, torn, or with pieces missing)
- ▶ Keep systems and procedures easy to find
- ▶ Clarify responsibilities for implementing and maintaining the systems and procedures
- ▶ Specify all items of special equipment (tools, clothing) needed for each job
- ▶ Supplement with other job aids (e.g., pocket-sized checklists)
- ▶ Check that work can be done as outlined in procedures
- ▶ Check that systems and procedures are understood
- ▶ Allocate time and resources to reviewing systems and procedures
- ▶ Involve workers in the review of systems and procedures.

Track it

Use the following checklist to track whether your systems and procedure practices are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Systems and procedures are clear			
Rules and procedures are easy to follow			
Workers are involved in reviewing rules and procedures			
Leaders support workers to follow the rules			
	Urgent action required	Action required	On the right track

Remember...

Health and safety systems and procedures must be user-friendly, functional, and seen as adding value if we are to continue to improve the way we work.

Resources

The greatest achievement of the human spirit is to live up to one's opportunities and make the most of one's resources. – Marquis De Vauvenargues

What it is

Allocating sufficient capital and operational spending to support good health and safety outcomes.

Why do it

The necessary resources must be provided to protect the health and safety of all workers. Resources include strong leadership, fit-for-purpose and well maintained plant and equipment, adequate operating processes and procedures, enough competent and experienced workers for all jobs, adequate infrastructure and sufficient time to do the job in a safe and healthy way.

How to do it

- ▶ Allocate sufficient time to discuss health and safety matters
- ▶ View health and safety as a guiding principle that informs all operational decisions
- ▶ Allocate sufficient funds to annual budgets for health and safety matters
- ▶ Develop a policy of dealing with health and safety based on need rather than a budget limit
- ▶ Discuss with crew what resources are required so they can work safely and stay well
- ▶ Review whether all these resources are available
- ▶ Identify the risk of not having these resources available in terms of the impact on **both** the safety and health of workers
- ▶ Agree how necessary resources not currently available or suitable are to be resourced and/or improved
- ▶ Agree a timetable to regularly review resources to ensure they are always available and suitable for the work to be done
- ▶ Clarify who is responsible for, and has authority to approve spending on, health and safety.

Track it

Use the following checklist to track whether your resourcing practices are on track or need action.

In our crew/team, we...	Seldom	Sometimes	Always
Have the gear we need to work safely			
Take time to discuss health and safety issues			
Assess our competency to work safely			
Monitor our health			
	Urgent action required	Action required	On the right track

Remember...

To keep people safe, the necessary resources must be in place.