



**BC Forest Safety Council**

# **council work plan**

**2010-2012**



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## PREFACE

As the BC Forest Safety Council (Council) enters the 2010-2012 planning period, it is also entering a new stage of its work. The “start up” phase of the organization is over, and it is time to consolidate progress and move on to the next stage in improving safety in BC’s forest harvesting sector.

Since the Council began in 2005, it has laid significant safety groundwork for the forest industry in the province, including:

- Working with industry to set standards for safety management systems, train and then oversee safety system audits for over 2,000 companies;
- Providing training to over 6,000 workers, including new faller training, basic and faller supervisor training and safety management courses;
- Finalizing testing and maintaining certification for over 3,500 hand fallers.

This unprecedented effort is beginning to yield results:

- The number of injuries and serious injury claims in the harvesting sector has fallen consistently since 2005. In the same period, the lost time injury rate has fallen by 16%.
- In one of the most hazardous occupations, manual tree falling, the rate of claims registered per 100,000 m<sup>3</sup> of wood harvested in the province has fallen by 25% since 2005, a testament to the effort fallers and their employers have put into working safely.
- There is an increased awareness of safety in the industry and a decreased acceptance of injuries and incidents as “just part of the job.” With over 4,000 employers registered for SAFE Certification or already certified, more and more people are learning about the benefits a practical, regular safety program can yield to their overall business.
- There is a renewed sense of cooperation and collaboration in the forest industry when addressing safety issues. Workers and employers are realizing that they don’t need to figure things out on their own. The Council and its industry partners have helped develop best practice recommendations and standards for activities ranging from off road steep slope driving guidelines to radio calling procedures, first aid requirements and incident investigations.

These achievements 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

As noted in the Preface, since the Council began operations in 2005, significant inroads have been made in changing the safety landscape of BC's forest harvesting sector. The workers and employers who have dedicated time, energy and money towards safety over the last four years have much to be proud of.

This is a good start on a much larger job - fundamentally changing the safety attitudes and behaviors of the people who work in the forest industry.

The most significant element in the Council's planning context remains the unacceptably high rate of injuries and fatalities in the forest sector. Although progress has been made, the forest sector still has an injury rate that is well above the provincial average for other industrial employers. Continued attention and work will be needed to consolidate the gains made to date and make progress towards the goal of eliminating fatalities and serious injuries.

The worldwide economic downturn and its continued impact on the forest industry continues to be the main external influence affecting progress towards the Council's goal of eliminating fatalities and serious injuries.

The largest internal challenge for the Council is the process of helping workers and employers fully integrate safety as an expected and normal part of improving overall business results, and responding to their needs for practical, usable safety information and tools.

### Continued Economic Challenges

The worldwide economic downturn continues to grip the BC forest industry, with no clear end in sight.

Harvesting and manufacturing slowdowns, shutdowns and delays affect the ability of workers and employers to regularly and consistently apply the safety skills and systems they have developed. Extremely tight budgets may restrict both basic training and skills development opportunities for workers. Uncertainty and stress can reduce focus on the job at hand. When that job is dangerous, the consequences can be disastrous.

Since 2005, safety improvements made by industry have had some direct economic benefits for participants. The basic WorkSafeBC insurance rate charged per \$100 of salary paid in the sector has fallen by \$2.89 (or 25%), returning some parts of the industry to near 1999 rates. In 2009, it is anticipated that the harvesting sector will pay \$12,926,000 less for this insurance than it did in 2005.

In addition, over 2,000 companies who have successfully developed and implemented a safety management system and achieved SAFE Certification have received a 10% rebate of their WorkSafeBC insurance assessments, in recognition of the safety benefits of these systems. By the end of 2009, it is anticipated that more than \$15 million will have been refunded directly to the industry since SAFE Certification has become available.

Finally, there have also been indirect benefits from the industry's focus on safety. In the first quarter of 2009, the rate of injury claims filed with WorkSafeBC (the number of claims set against each 100,000 m<sup>3</sup> of wood harvested) was 39% lower than the same period in 2005. 539 fewer people filed an injury claim during that period of 2009 than in 2005. For individual workers, that translates to over 26,000 fewer injury days in the first three months of 2009 (adjusting for changes in harvest levels). For employers, this is a potential overall savings of \$36,285,000 in indirect injury costs during the same period, also adjusting for changes in harvest rates.



None of these gains, impressive though they are, can counterbalance the crushing economic effect of the larger industry slowdown. The Council is continuing to work with industry to reduce the costs of safety activities, without sacrificing its focus on safety.

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

- For 2009, fees for certification in the SAFE Companies program have remained frozen at 2006 levels.
- 2009 saw an extended review of the SAFE Companies audit process, with a goal of making it more effective and efficient for users, reducing costs and increasing benefits.
- Course fees 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.

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

One test of long term success in making permanent safety improvements in the industry will be the full integration of safety into the business operations of industry members. The industry’s strong participation in training, SAFE Companies and faller certification are good first steps, but not the whole story.

Following on current activities reviewing certification and training standards, the Council will focus its work with industry partners to move beyond compliance with safety and certification programs to true ownership and proactive development of their own safety activities. As part of this work, we will improve or establish various feedback routes for participants, so that they can provide their perspective on improvements and changes to policies, processes, or programs.

Building customer ownership through increased personal contact and mentoring activities, responsive actions leading to improvements and demonstrated success in training and certification activities will help to build the cultural change that is necessary to cement a permanent change in safety outcomes in the industry.

## **Renewed Focus and Mission**

In late 2008 and 2009, the Council has taken steps to ensure that it is prepared to enter the next stage of its work. With the leadership of the new Chair of the Board of Directors and CEO, the Board of Directors will ensure that the safety activities of the industry are focused, practical, responsive and successful in reducing incidents, injuries and fatalities.

As the forest industry’s safety effort leaves the ‘start up’ phase and works to become an established and expected part of every business’s operation, this renewed focus on results and on the mission of the Council will help the industry move towards the ultimate goal of eliminating fatalities and serious injuries.



## AREAS OF FOCUS, GOALS AND PERFORMANCE MEASURES

For the 2010-2012 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>
<i><b>Areas of Focus</b></i>	Informing and engaging industry	Improving training outcomes	Improving audit practices and performance	Developing industry standards and best practices	Customer service
<i><b>Goals</b></i>	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	2009 Forecast	2010 Target	2011 Target	2012 Target	Beyond 2012
Senior level re-engagement measured by personal participation in industry safety initiatives	CEO reconnection with senior leaders. Senior leaders consider the Forest Safety Accord, with joint recommitment as a goal	Cement common understanding and goals among senior leadership by focusing on expert development and training appropriate to them  Involvement of senior leaders in communicating and supporting success of safety activities internally to their organizations and to the broader industry	Senior leaders provide key direction on next Council 3 year workplan	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	2009 Forecast	2010 Target	2011 Target	2012 Target	Beyond 2012
Recruit, develop and retain excellent trainers. Measured by raising overall level of qualifications among trainers	Continue quality assurance of current trainer corp. Identify gaps and needed improvements	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
Confirm training is achieving desired results. Measured by student surveys and quantitative/qualitative analysis of training results	Continue training exit surveys of all students	Evaluate training results based on claims and survey information. Implement key changes	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	2009 Forecast	2010 Target	2011 Target	2012 Target	Beyond 2012
Faster return of audits to clients. Measured by review time from receipt of completed audit	Additional qualified auditors to support fast turnaround  6 week turnaround in July to December	Work with industry to reduce delays due to submission surges  5 week turnaround	4 week turnaround	Review goals	Review goals
Increase level of personalized, practical feedback to SAFE Companies participants in the audit process to help improve safety results.	Auditors implement a “second tier” of comments, suggestions and accompanying information to send out with audit review packages	Continued development of the “value-added” comments associated with audits – with goal of ensuring Council advice and feedback is informed and consistent to all clients	Review goals	Review goals	Review goals



Performance Measure	2009 Forecast	2010 Target	2011 Target	2012 Target	Beyond 2012
	Auditors expand on standard feedback format to provide more personalized information to clients	Linkages with Safety Advocates (see Goal 6) to focus assistance more directly where needed			
		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	Collect feedback to improve all audits	Update the audits and measure the percent work reduction to achieve the required results	Ongoing improvement cycle based on user input		
	Do the baseline work to gain reciprocity with other certifiers, e.g. Enform	Work to achieve reciprocity with other certifiers where possible			



## 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	2009 Forecast	2010 Target	2011 Target	2012 Target	Beyond 2012
Complete faller supervisor standards	Complete competency profile	Finalize and implement faller supervisor standard across industry	Quality check to see if desired results are being obtained	Work with industry to assure appropriate number of certified supervisors are trained for industry needs	Maintain course quality and effective interaction with industry
Complete logging truck driving standards	Onboard replacement TruckSafe manager and work to complete competency profile	Complete competency profile, develop training standard and pilot proposed training	Finalize and implement logging truck driver training	Review results	
Develop an industry recognized suite of safety standards and practices	Use safety information and feedback to identify needs and develop a prospective suite of standards and practices  Identify key items for 2010	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 SOP's/ standards for key occupations and activities	Continue to develop range of tools, from SOP's to certification standards, focusing on highest need



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<b>Performance Measure</b>	<b>2009 Forecast</b>	<b>2010 Target</b>	<b>2011 Target</b>	<b>2012 Target</b>	<b>Beyond 2012</b>
Improve access to information via the website as measured by site visits, page view counts for key safety information pages, and downloads of material	<p>Do a review of the current information available and compile what additional information would be useful</p> <p>Improve visibility of key safety information</p>	<p>Monitor user interface with site through real-time user testing</p> <p>Incorporate identified changes into website</p>	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	2009 Forecast	2010 Target	2011 Target	2012 Target	Beyond 2012
More companies learn how safety can be integrated into their overall business operations. Measured by participant feedback	Initial review of SAFE Companies training and direct reconfirmation with trainers of areas of focus	Curriculum changes based on feedback and Council clarification of goals	Review and adjust approach to accommodate certification cycle and activities	Review and adjust approach to accommodate certification cycle and activities	Review and adjust approach to accommodate certification cycle and activities
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 focusing on direct mentoring and encouraging feedback and suggestions for improvements from users  Plan for options to use recertification process to improve uptake and acceptance of safety principles	Field-based follow up with individual companies based on demonstrated need  Recertification process is leveraged to provide participants with more information on Safety Management System (SMS) and their business			
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	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	2009 Forecast	2010 Target	2011 Target	2012 Target	Beyond 2012
Structured customer opinion feedback to direct targeted improvements	Develop methods to determine Council's and Council programs' effectiveness	Implement survey program with timing to support: SAFE Companies' efficiency improvements, general corporate customer satisfaction assessment and 2011-2013 workplanning	Conduct and refine surveys	Conduct and refine surveys	Conduct and refine surveys
Improved response to client contact. Measured by phone response metrics and complaint logs  Also see Audit Targets for simplified Audit and improving audit turnaround time	Personal phone response to all calls to toll free and switchboard lines between 8-5  Tracking system to measure missed calls, callers satisfied on first call, caller complaints for non-service.	Review and update phone protocols to adapt to changing office locations, changing staff and Forest Products Manufacturing (FPM) mandate  Goal: less than 1% complaints recorded	Monitor	Monitor	Monitor

*Unsafe is Unacceptable*



Performance Measure	2009 Forecast	2010 Target	2011 Target	2012 Target	Beyond 2012
More face-to face interactions with clients. Measured by increased mandate and activity by Advocates and in field Council personnel	10% of SAFE Certified Companies have personal SMS review via verification audit	10% of certified SAFE Companies have personal SMS review via verification audit	Based on client feedback and forward-looking needs assessment, reconsideration of Safety Advocate role to maximize benefits to clients		
		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			
Implement set of efficiency measures to highlight opportunities for more effective resource use	Board approves set of efficiency measures by year end	Measures are reported to Board, and results incorporated into program plan and Council budget	Review if measures should be updates		



## RESOURCE SUMMARY

Business Area	2009 Budget	2010 Budget	2011 Estimate	2012 Estimate	Beyond 2012
<b>Forest Worker Development</b>					
Operating Expenses	1,829,548	2,195,114	2,290,448	2,362,005	2,362,005
Revenue	1,885,179	2,249,000	2,290,000	2,360,000	2,360,000
FTE's	7.2	6.1	7.0	7.0	7.0
<b>SAFE Companies</b>					
Operating Expenses	2,439,150	2,943,220	3,059,109	3,197,244	3,197,244
Revenue	2,604,080	2,941,661	3,056,454	3,196,851	3,196,851
FTE's	10.8	12.9	14.4	15.4	15.4
<b>Truck Safe</b>					
Operating Expenses	364,612	375,458	363,373	360,857	360,857
Revenue	382,000	372,000	372,000	372,000	372,000
FTE's	2.0	2.0	2.0	2.0	2.0
<b>Council Initiatives*</b>					
Operating Expenses	835,900	619,869	580,377	573,398	573,398
Revenue	675,000	572,700	575,000	575,000	575,000
FTE's	9.0	9.0	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.