



# Training

## Supervisor Talk #2

# Good leaders and supervisors are not born; they are taught



By Gerard Messier, RPF, CRSP

In the last edition, I promised to write an article that answers the questions: What is a good leader anyway? Do supervisors need to be good leaders?

*“ Dear Supy,  
I think that I would make a good supervisor but I wouldn't describe myself as a natural leader. I know my job well and I'm good with the crew but I'm not confident that I would make a good supervisor. What should I do?*

*Paul Potential ”*

Let's look at this a more closely. What are some characteristics and skills of good supervisors and leaders?

### Characteristics of good supervisors and leaders

- Honest
- Accountable
- Decisive
- Determined
- Motivator
- Understanding
- Good listener
- Organized
- Disciplined
- Sense of humour
- Trustworthy
- Professional
- Respectful
- Doesn't play favorites
- Knowledgeable
- Problem solver.

### Skills of good supervisors and leaders

- Sets timelines and objectives, and clarifies expectations
- Plans and organizes work in advance
- Identifies job priorities
- Determines methods of evaluation and checks work
- Trains the employee how to do a specific task
- Closely supervises progress, and monitors and evaluates performance
- Listens and provides support and encouragement
- Asks for suggestions or input
- Explains why
- Encourages self-reliant problem-solving
- Encourages teamwork
- Involves the other person in decision-making.

I think that we can all agree that if we had supervisors with all these characteristics and skills, it would be a pretty well run operation. It's important to have both the personal characteristics and the skills to be a good leader and supervisor. You can know the job inside and out and have a lot of knowledge about what needs to be done, but if you can't motivate and support workers, the results are going to be poor. Similarly, you can be the best motivator and communicator, but if you don't know exactly what needs to be done, you won't be able to give good instructions or guidance.

Some of the things in the lists above are personality traits and some of them are skills, and I think that both can be taught. Sure, some of them may not be comfortable for you at the start but with practice, you can mold yourself into a leader. I think there are quite a few "supervisors in the rough" out there that have great potential but they hold themselves back because they don't see themselves as natural leaders

or knowledgeable enough. If you aspire to be a supervisor but think that you may be lacking in some areas, build a plan to develop yourself and get to where you need to be. Here are some ideas and resources to help get you there:

**Mentorship** – Identify a senior person that you think has the skills and characteristics that you want to develop. Ask them to sit down for a coffee and ask a few questions. Quite a few experienced supervisors are happy to share their knowledge and provide advice on specific situations or areas that you can work on. Make it an ongoing thing and your confidence and knowledge levels will soar.

**Take some training** – the BC Forest Safety Council (BCFSC) offers a one day leadership training course for supervisors and it is always run with another day of communications training. This is not a coincidence; good leaders are also good communicators.

**Check out the Wildland Fire Leadership webpage** for book and movie suggestions and other resources to help you learn about being a leader. Not just for firefighters, this webpage has good information for all supervisors. <https://www.fireleadership.gov/toolbox/toolbox.html>

**Competency guidelines** – If you need more knowledge about a particular job in the industry, the BCFSC is working on developing guidelines and training courses to help. Yarding, log truck driving, mechanized harvesting, road building and silviculture jobs will eventually all have guidelines showing the skills and knowledge workers need to be competent in a particular job.

That's it for now, next time we'll discuss impairment, being mentally and physically fit for work, and what that means for you and the workers you supervise. Email your stories and ideas to [Messier@bcforestsafesafe.org](mailto:Messier@bcforestsafesafe.org)

## Upcoming changes or new courses in 2019

### Forest Supervisor Training

Look for an updated Forest Supervisor Training course next year. The training materials in Module 1 – Due Diligence have been updated and improved to provide better tools to help supervisors be more efficient at work. The course length has been increased from one to two days to better cover all the responsibilities and roles of forest supervisors. More information will be available in early 2019.

### Serious Incident and Fatality Investigation training

The Serious Incident and Fatality Investigation training is online, free and ready for anyone to use. If you want to improve your investigation skills and learn about what to do when a serious incident happens on your worksite, check it out. This course replaces the Advanced Incident Investigation classroom course. For more information, please see: <http://www.bcfscsafe.org/node/3179>

# Annual train the trainers session: WorkSafeBC update on safety performance and emerging issues



BC Forest Safety Council training course trainers receive an update from WorkSafeBC's Darcy Moshenko and Terry Anonson.

Over the course of two days in late October 2018, BC Forest Safety Council trainers came together for their annual train the trainer session – an opportunity for trainers to receive updates on industry performance, discussion on sections of the Regulation, and emerging issues.

WorkSafeBC's Darcy Moshenko and Terry Anonson provided updates on WorkSafeBC activities including updates on WorkSafeBC's forestry high risk strategy, claims summaries, planning and conducting a forestry operation, phase integration/congestion, workplace impairment and ash exposure.

Look, Observe, See was a running theme through the presentation, with Darcy reminding everyone that research, external to WorkSafeBC, tells us that our eyes only see approximately 10% of what we are looking at due to how our brains function, so we have to focus and consciously seek out hazards to really see them.

Darcy reviewed the definitions of the *Workers Compensation Act (The Act)*, the Occupational Health and Safety Regulation (OHSR), the standards, the policies and guidelines structure – and which are enforceable and which are not.

*The Act* and OHSR are enforceable, and standards may be enforceable but only those standards that are written into *The Act* or OHSR. Policies clarify obligations of employers, supervisors and workers under specific sections of *The Act* and OHSR. Workplace parties cannot be written up for contravening policy provisions; however, if the employer has not followed the policy, it would be strong evidence that the party has contravened the related section of *The Act* or OHSR and may result in orders and penalties.

And, guidelines are not enforceable alone but can be referenced with *The Act* and/or OHSR. Guidelines are issued to assist with accurate interpretation of *The Act* and OHSR.

It is important to understand that collectively all of the above are in place to prevent workplace fatalities and serious injuries. The ultimate goal is the safety of workers, and creating and sustaining safe workplaces.

## Did you know there is prescriptive OHS regulation and performance based regulation?

- Prescriptive regulation sets the exact method of compliance that must be met
- Performance base regulation sets out a result that a workplace must attain without specific direction on how to attain the result

Standards related to the OHSR outline specifications and performance criteria for specific types of equipment and machinery which may be external standards or internal WorkSafeBC standards. These standards are only enforceable if the OHSR references a specific standard.

## Forestry High Risk Strategy 2018-2020

Darcy explained that WorkSafeBC's renewed forestry high risk strategy was intended to focus on the industry segments representing

exceptional risk to workers and to ensure that officers execute impactful inspections in these areas: manual tree falling, log transportation, cable yarding, mechanized harvesting and silviculture, with the goal to reduce serious injury and fatal injury rates.

When executing inspections on these areas, WorkSafeBC officers also focus on responsibilities of the owner, employer, supervisors and workers.

Overall, from Q1 to Q3 2018, the top five sections of the OHSR cited in orders for all of the forestry high risk strategy areas (namely manual falling and bucking, log transportation, cable yarding, silviculture, and mechanized harvesting) were as follows:

- OHSR 7.8(1)(b) – Hearing tests
- OHSR 26.2(2) – Planning and conducting a forestry operation
- OHSR 16.35 – Securing tools and equipment
- OHSR 3.16(1)(a) – Basic requirements (Occupational First Aid)
- OHSR 3.17(1) – First aid procedures

## It is estimated that only 27% of forestry workers get regular hearing tests

Lack of hearing tests was the leading order cited for several classification units (CUs). It is important for all forestry employers regardless of CU to:

- Measure or review noise levels by location and job role, and assess existing mitigation strategies and
- Complete hearing conservation program assessments of existing, new, and young workers to identify exposure areas and risk control opportunities.

For mechanized harvesting on steep slopes with a specific focus on tethered and traction assist machinery, inspectional focus was on:

- maintenance plan and lockout
- three-point contact procedures
- steep slope assessment plans
- safe operation of traction assist and tethered equipment.

The top five sections of the OHSR cited in orders for mechanized harvesting were:

- OHSR 26.11(1) – Dangerous trees
- OHSR 16.17(1)(d) – Escape from cab
- OHSR 3.17(1) – First aid procedures
- OHSR 3.16(1)(b) – Basic requirements (transporting injured workers to medical treatment)
- OHSR 26.4(2) – Notice of project.

For cable yarding, inspection focus was on:

- clearing the turn
- yarding angles and
- landing the log.

The top five sections of the OHSR cited in orders for cable yarding were:

- OHSR 7.8(1)(b) – Hearing tests
- OHSR 4.9(1) – Inspection and maintenance records

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- OHSR 26.56(2) – Work area arrangement
- OHSR 4.3(1)(a) – Safe machinery and equipment
- OHSR 3.16(1)(a) – Basic requirements (Occupational First Aid).

In silviculture, the focus of inspections were on:

- Emergency Response Plan elements
- Planning and conducting operations
- Driver training and policies
- Musculoskeletal injury (MSI) risk assessment
- MSI program management
- MSI education of workers.

The top five sections of the OHSR cited in silviculture inspections in the Q1-Q3 2018 period were:

- OHSR 3.17(1) – First Aid procedures
- OHSR 3.16(4) – First Aid equipment, supplies, and facilities
- OHSR 5.38(2) – Handling and securing cylinders
- OHSR 3.16(1)(a) – Basic requirements (Occupational First Aid)
- OHSR 3.16(1)(b) – Basic requirements (transporting injured workers to medical treatment).

The claims summaries shared by Darcy covered 14 active forestry classification units and two transportation CUs for log towing and log hauling.

Injury Prevention	2013	2014	2015	2016	2017	2018 YTD
# Time-loss Claims	1,007	969	903	945	905	695
# Person Years	18,770	18,251	18,235	18,550	19,263	0
Injury Rate	5.4	5.3	5.0	5.1	4.7	
Claim Summary						
# Time-loss Claims	1,007	969	903	945	905	695
Serious Injury Rate	1.3	1.4	1.1	1.3	1.2	

## Claims Summaries for All Forestry CUs – Year Range: 2013 - 2017

Accident Type	Count	%	Source of Injury	Count	%
Struck By	863	17.1	Working Surfaces	853	16.9
Overexertion	776	15.4	Vehicles	781	15.5
Fall from Elevation	720	14.3	Trees, plants	752	14.9
Fall on Same Level	615	12.2	Bodily Motion	603	12.0
MVI	449	8.9	Hand Tools	348	6.9
Involuntary motion	218	4.3	Machines	322	6.4
Repetitive Motion	203	4.0	Power Tools	242	4.8
Exposure to Noise	197	3.9	Metal items	223	4.4
Struck Against	195	3.9	Noise	199	3.9
Other Bodily Motion	175	3.5	Miscellaneous	178	3.5
Others	633	12.5	Others	543	10.8
<b>Accident Type</b>	<b>5,044</b>	<b>100.0</b>	<b>Total</b>	<b>5,044</b>	<b>100.0</b>

Nature of Injury	Count	%	Body Part	Count	%
Other Strains	1,696	33.6	Wrist, Fingers & Hand	716	14.2
Fractures	701	13.9	Back	638	12.6
Back Strain	590	11.7	Knee	532	10.5
Contusion	453	9.0	Shoulders	489	9.7
Laceration	444	8.8	Ankle, Toe & Feet	424	8.4
Concussion	207	4.1	Other	353	7.0
Hearing Loss	200	4.0	Face & Ears	281	5.6
Tendinitis, Tenosynovitis	133	2.6	Other Lower Extremity	279	5.5
Abrasion	128	2.5	Chest	226	4.5
Dislocation	95	1.9	Other Head	212	4.2
Others	397	7.9	Others	894	17.7
<b>Total</b>	<b>5,044</b>	<b>100.0</b>	<b>Total</b>	<b>5,044</b>	<b>100.0</b>

## Emergency Response Planning (ERP) issues identified included:

- First aid assessment
- Lack of ERP practice and testing
- Daily plan for helicopter-only access
- ERP review: ERPs properly communicated to workers and service providers, and routinely practiced through realistic emergency drills.

## Industry needs to work on planning and conducting a forestry operation

Terry spent some time talking about planning and conducting a forestry operation as per OHSR Sec. 26.2 because it was a common order across all the high risk strategy classification units, specifically section (4) of the regulation below.

OHSR Sec. 26.2 Planning and conducting a forestry operation

- (1) The owner of a forestry operation must ensure that all activities of the forestry operation are both planned and conducted in a manner consistent with this Regulation and with safe work practices acceptable to the Board.
- (2) Every person who has knowledge and control of any particular activity in a forestry operation must ensure that the activity is both planned and conducted in a manner consistent with this Regulation and with safe work practices acceptable to the Board.

- (3) The planning required under this section must
  - (a) include identification of any work activities or conditions at the workplace where there is a known or reasonably foreseeable risk to workers,
  - (b) be completed before work commences on the relevant activity, and
  - (c) be documented at the time of planning.

(4) If, after any planning referred to in subsection (3), there is a change in the workplace circumstances, including the work activities and the conditions of the workplace, and the change poses or creates a known or reasonably foreseeable risk to workers that was not previously identified, then

- (a) the plan must be amended to identify and address the risk and provide for the health and safety of the workers at the workplace, and
- (b) the amendment must be documented as soon as is practicable.

“We don’t see change managed well. There needs to be better anticipation and understanding about how changes can create new risks,” said Terry. “One must ask the question of each change – has risk been created; how did you mitigate it; and how did you communicate and document it?”

This section of the Regulation allows flexibility and that’s a good thing “if used properly, will save a lot of lives,” said Terry.

## Multi-generation workforce impacts effective communication

They also shared the following video on the importance of effective communications in forestry workplaces: <https://www.youtube.com/watch?v=IYz1psQMqc>

(Note: please also see the falling and transportation sections respectively for information related to manual tree falling and bucking; and log hauling inspection findings.)

## OHSR is not changing to address legalized marijuana

The impact of legalized consumer sales of marijuana has not affected WorkSafeBC’s Occupational Health and Safety Regulation. Sections 4.19 and 4.20 already adequately cover the need for workers to disclose if they are impaired or unfit for work, supervisors need to ensure workers are fit to work and effectively managed, with employers removing impaired workers for the worksite so that they do not cause harm to themselves or others.

“It’s business as usual,” said Darcy. No worker can be impaired for whatever reason.

All workers must be fit for work and all workers and employers need to consider the effects of prescription and non-prescription drugs, and fatigue, as potential sources of impairment.

### Ash exposure focus after wildfire activity

Continued vigilance and greater awareness is needed around the potential risk for ash exposure to workers following wildfire activity. WorkSafeBC's position is that following wildfires forestry activities and workers are exposed to ash with potentially negative health effects.

#### Short term health effects:

- Eye, nose, and throat irritation
- Coughing and allergic reactions.

#### Long-term health effects:

- Lung disease
- Chronic obstructive pulmonary disease (COPD).

#### Employers must perform regular site walk-throughs looking for signs of exposure, including:

- Black residue on workers' hand and/or clothing
- Black deposits on workers' tools and equipment
- Black deposits in workers' vehicles
- Workers showing signs of eye, nose, or throat irritation.

Employers are ultimately responsible for ensuring safety procedures and practices are in place to control the risk and if any worker exhibits signs or reports symptoms of exposure, the employer must investigate and assess the potential for exposure. 🚫

### YouTube hit worth sharing



Nutrition and hydration play a huge role in how we perform and make decisions at work. Watch

Dr. Delia Robert's video for more information: <https://www.youtube.com/watch?v=1fXkKzYLCUM> 🎥

## Annual train the trainers session:

# BCFSC CEO pays tribute to trainers for role in improving industry safety

BC Forest Safety Council (BCFSC) CEO, Rob Moonen, thanked all the BCFSC trainers for the very important role they play in reducing injuries in industry.

"You are often the first face that anyone coming into our industry sees when they sign up for training to become a SAFE Certified company," said Rob.

A trainer agreed and said that trainees do see the trainers as members of the BCFSC and interact with them accordingly.

Rob said that trainers sharing feedback from the field during the training sessions was critical to the BCFSC continuing to be responsive in addressing emerging safety issues.

He also shared the current year-to-date fatality data. Three fatalities in harvesting and none in manufacturing. Two were log haulers and one was a worker working underneath his truck. Rob referenced a fourth fatality that had not been assigned to the falling certification unit.

A trainer shared that often people in industry don't understand how some fatalities are counted and some are not. "We share those safety alerts because we can all still learn from the circumstances to help prevent similar incidents even when those incidents are not attached to the classification units that pay into our organization," explained Rob. Because of how incidents impact the WorkSafeBC rates that employers pay, correctly attributing fatalities and other incidents to the right classification units is key to the fairness, accuracy and sustainability of the workers and employers insurance system in BC. Because rates vary so much based on numerous factors, it is critical that each incident be accurately attributed to the underlying classification unit so that the risk of that particular activity is properly accounted for.

Rob said that while everyone could pat themselves on the back for achieving the second lowest fatality rate on record in 2017 (outside of 2009), one cannot say this is the beginning of a new trend, yet. And he cautioned more work was still needed to be

done. He said that both log hauling and manual tree falling remained industry's two highest risk activities.

Russ Robertson, the BCFSC's Director of



Russ Robertson explains the competency-based training system to the trainers. The red blocks at the bottom represent the core curriculum modules that are shared across all forestry related occupations.

training and program development, provided an update on the competency based training model as well as the progress made on four successful competency-based training pilots: two new faller training course pilots; one fundamentals of forestry course pilot with Vancouver Island University (VIU) and Western Forest Products, and one log truck driver training pilot with VIU and Western Forest Products. In addition, 280 log truck drivers have gone through a new pilot competency assessment process and assessors continue to be identified and trained.

The BCFSC was directed by industry to develop and complete curriculum and training resources for 37 forestry occupations over the next two years, following a competency-based model. It is planned that these training modules will be provided to recognized training facilities (who have already been consulted and new ones will be added over time) to use in delivering the courses to a specified, consistent standard to help ensure industry has consistently qualified, competent, safe workers to fill an increasing need (up to 1,000 workers per year) across the industry in the next seven to 10 years. 🎯

## Upcoming training

If you would like to see how a training course can meet your organization's needs, please let us know. We are committed to working with you to find the right training solution. We may be able to tailor a program to your specific needs and deliver it in a way that is most convenient for your operations.

### Scheduled training for the next few months (does not include tailored sessions):

- Forest Supervisor training**
- Module 1: Due Diligence (1)**
- Module 2: Communications (2)**
- Module 3: Leadership & Professionalism (3)**

- Dec 5 Vernon (1)
- Dec 6 Vernon (2)
- Dec 7 Vernon (3)

#### Incident Investigation training

- Dec 3 Nanaimo
- Dec 10 Kamloops

#### Individual Owner Operator OHS training & Refresher training

- Dec 15 Teleconference
- Jan 26 Teleconference

#### Joint Occupational Health and Safety Committee training

- Dec 4 Nanaimo
- Dec 11 Kamloops

#### Small Employer OHS training & Refresher training

- Dec 6 Nanaimo
- Dec 13 Kamloops
- Jan 10 Langley
- Feb 7 Campbell River

View the 2019 training calendar here: [www.bcforestsafesafe.org/fscapps/calendar/calendar.php](http://www.bcforestsafesafe.org/fscapps/calendar/calendar.php). Please check back often as course dates may change if there are insufficient participants. All training is offered on a not-for-profit, cost-recovery basis. Email [training@bcforestsafesafe.org](mailto:training@bcforestsafesafe.org) or call toll-free 1-877-741-1060 for general information, or email Gary Banys at [banys@bcforestsafesafe.org](mailto:banys@bcforestsafesafe.org) to answer any questions you might have about course content and/or about tailoring courses to meet your company's needs at a location of your choice. 🎯