

### Corporate and Leadership Initiatives

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
	Conduct one on one meetings with industry and associated senior leaders	15 one-on-one meetings as determined necessary to retain the engagement of senior leaders.	15 one-on-one meetings as determined necessary to retain the engagement of senior leaders.	15 one-on-one meetings as determined necessary to retain the engagement of senior leaders.	Informal, ongoing evaluation. Evaluated through number of meetings and feedback from one on one meetings, building towards support for joint meeting and outreach activity.	Cement common understanding and goals among senior leadership.
	Conduct senior leader group meetings	Majority of senior industry leadership have input into Council work planning	Majority of senior industry leadership have input into Council work planning	Majority of senior industry leadership have input into Council work planning	Document, action or other tangible indication of senior industry support for safety initiative. Senior leader participation in work planning process.	Public, collective industry leadership and commitment to zero fatalities and serious injuries and making safety an overriding priority. Senior leadership is committed to Workplan.
	Senior leadership public speaking, written communication and other activities in support of safety message	Senior industry leadership actively promoting industry-wide safety standards, goals and ethic. Hold an update and planning session with senior company leaders	Senior industry leadership actively promoting industry-wide safety standards, goals and ethic.	Senior industry leadership actively promoting industry-wide safety standards, goals and ethic.	Levels of activity across industry combined with individuals' relative activity will be used to assess. "Acceptable" level of activity will be established as an outcome of one on ones and industry leaders joint meeting.	Senior industry leadership play prominent role internally and externally in advocating and promoting safety in industry.
	Conduct benchmarking trip(s) of companies with highly developed safety management systems	Senior industry leadership actively promoting best in class safety management systems.	Senior industry leadership actively promoting best in class safety management systems.	Senior industry leadership actively promoting best in class safety management systems.	Evaluated through number of trips and feedback from benchmarking activities, building towards support for outreach activity and training support.	Demonstrate how leadership establishes sustainable safety management systems through their vision, decisions, relationships, behaviours (role model safety).
	Expand research partnerships	Establish and strengthen relationship with other jurisdictions (New Zealand and United Kingdom) and other research organizations.	Establish and strengthen relationship with other jurisdictions (New Zealand and United Kingdom) and other research organizations.		Successful partnerships to achieve research grants. Useful information generated by research. Successful development of new research proposals.	A diverse source of quantitative and qualitative information providing avenues of improvement safety.
	Revise Certification review/decertification policy if industry's approves new prequalification system.	Revise Certification/Decertification policy to reflect revised prequalification system.	Maintain and respond to feedback obtained	Maintain and respond to feedback obtained	Legal approval of policy. Board of Directors approval of policy. Ongoing user evaluation based on complaints, administrative or legal challenges.	Well developed certification system.
	Develop and implement industry communication strategy.	Increase reach of targeted messages via media releases and other communications tools by at least 30%. Ensure all major projects have proper communications support to ensure widespread acceptance. Significantly improve via best practice and simplified information architecture, the BCFSC website and refresh design for more positive user experiences.	Achieve a minimum of one feature article per year in all trade publications focused on safety, health or wellness. Ensure at least 12 safety, health or wellness articles in community papers in key geographic areas.	Continue to build on increasing positive voice and reach in community and trade publications. Seek more support in general BC media to influence areas of shared interest e.g. health and wellness, ride safe, resource road users.	Informal, ongoing evaluation as well as formal readership surveys and other electronic surveys. Evaluated through feedback and responses to increased, targeted communications activity.	Broad, consistent acceptance and industry ownership of safety and health issues, as well as increased acceptance that all fatalities and injuries are preventable.

### Corporate and Leadership Initiatives

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
Confirming industry's continuing support for Health and Safety Association Activities	Conduct Market Penetration Survey to confirm on-going industry support for Council's health and safety association activities.	Conduct industry market penetration survey.			Evaluated by number of companies responding to survey and number of positive responses indicating continued support of the Council as the industry's health and safety association.	Confirmation and support for the Council as the industry's health and safety association.

## SAFE Companies

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
<b>Maintaining Existing Program</b>						
Maintain certification numbers in Individual Owner Operator SAFE Companies program.		691 IOO participants engaged in SAFE Companies program.	691 IOO participants engaged in SAFE Companies program.	691 IOO participants engaged in SAFE Companies program.	Evaluated by number of participants who are certified.	More individuals trained and aware of the benefits of incorporating a safety management system into their business.
Maintain certification numbers in ISEBASE SAFE Companies program.		527 participants engaged in SAFE Companies program.	527 participants engaged in SAFE Companies program.	527 participants engaged in SAFE Companies program.	Evaluated by number of participants who are certified.	More companies trained and aware of the benefits of incorporating a safety management system into their business.
Maintain certification numbers in SEBASE SAFE Companies program.		1183 participants engaged in SAFE Companies program.	1183 participants engaged in SAFE Companies program.	1183 participants engaged in SAFE Companies program.	Evaluated by number of participants who are certified.	More companies trained and aware of the benefits of incorporating a safety management system into their business.
Maintain certification numbers in large company portion of SAFE Companies		253 participants	253 participants	253 participants	Evaluated by number of participants who are certified.	More companies trained and aware of the benefits of incorporating a safety management system into their business.
Maintain certification numbers in small portion of SAFE Companies		2,407 participants	2,407 participants	2,407 participants	Evaluated by number of participants who are certified.	More companies trained and aware of the benefits of incorporating a safety management system into their business.
Achieve compliance with COR refresher training requirements.	Maintain Certificate of Recognition (COR) Refresher training requirements.	Deliver COR refresher training to all companies that achieved SAFE Certification in 2011.	Deliver COR refresher training to all companies that achieved SAFE Certification in 2012.	Deliver COR refresher training to all companies that achieved SAFE Certification in 2013.	Evaluate by number of companies that completed refresher training.	Achieve compliance with COR Standards and Guidelines.
Complete database modules for SAFE Companies, Audit Review, Training and Felling.	Complete implementation of SAFE Companies/COR, Training and Faller database modules.	Databases provide statistical information.	Maintain databases.		Success of implementation measured by achieving elimination of CAMS data base and elimination of parallel tracking systems.	Improved turnaround time. More accurate information. Significantly less administrative costs. Diverse source of quantitative information provides avenue of improvement safety.
Introduce alternative maintenance audit requirements.	Alternative maintenance standards and processes available for SAFE Certified companies.	Evaluate outcome of 2 year pilot program started in 2012 and make available as ongoing maintenance option.	Evaluate other alternative maintenance options such as cultural survey and PASS system.		Successful conclusion of alternative standards and processes introduced in 2012. Acceptance and uptake in year 1 and 2. Evaluation of audit results to ensure safety standards not affected.	Flexible, accessible maintenance audit process for all users, minimizing cost and paperwork while maintaining safety standards.

### SAFE Companies

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
Establish reciprocity agreements with key certifying partners such as the BCCSA, Trucking Safety Council.		Investigate reciprocity with other Certifying Partners.	Investigate reciprocity with other Certifying Partners.		Number of reciprocity agreements established. Subsequently, a joint agreement on how to evaluate whether participants are able to take advantage of this reciprocity with ease will be arrived at with reciprocity partners, and measured by both.	Improved value to COR program overall as customers are able to shift from industry to industry while maintaining high safety performance and minimizing paperwork and costs.
Management of the Certificate of Recognition program through SAFE Companies	More face-to face interactions with clients. Measured by increased mandate and activity by Advocates and in field Council personnel	197 certified SAFE Companies have received an onsite verification audit by a Council representative	197 certified SAFE Companies have received an onsite verification audit by a Council representative	197 certified SAFE Companies have received an onsite verification audit by a Council representative	Evaluate by number of companies that received verification audit.	Improved quality assurance, interaction and feedback established with clients.
	Develop consistent, assessable customer feedback system.	Survey program undertaken.	Survey program undertaken.	Survey program undertaken.	Based on 1) Response rate 2) Suggestions through survey feedback loop	Responsive, flexible Council programs, products and priorities.
	Convene SAFE Companies TAC Meetings	4 TAC meetings yearly, maintaining wide representation on committee	4 TAC meetings yearly, maintaining wide representation on committee	4 TAC meetings yearly, maintaining wide representation on committee	Continued high level of participation on SAFE TAC. In the case of the Technical Advisory Committee this means continued good (>80%) attendance, maintaining diverse membership, and active participation in feedback and development processes like audit reviews and improvements.	Ongoing direct input into technical and policy issues from a wide variety of users and technical experts.
	Improved reviewer consistency relative to audit review and scoring.	Maintain and adjust based on consistency results and industry feedback.	Maintain and adjust based on consistency results and industry feedback.		Improved consistency with audit review and scoring. Measured by QA score on audit review and customer feedback.	Employers and auditors have better understanding of internal audit process. Audit reviewers and employers are more satisfied with the outcomes of internal auditor/audit process.
	Develop strategies and alternative funding options to address COR saturation issue.	Maintain and respond to feedback from industry.	Maintain and respond to feedback from industry.		Strategy and alternative funding options developed and reviewed by Board of Directors.	Reliance on COR funding reduced to support ability of BCFSC to be self-sustainable.
Continual improvement of COR and SAFE Companies participants. Reduce and streamline multiple layers of systems requested.	Investigate multi-tier audit systems that incent employers differently where best performers receive increased discounts on premiums rather than rebates.	Multi level audit tiers Investigated with WorkSafeBC.			Alternative audit and incentive options developed. WSBC endorses different premium reduction schemes for different audit tiers.	Improved demonstrated acceptance of safety management as an integrated part of business operations. Reduced administration and cost associated with registered companies.

## SAFE Companies

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
	Establishment of regional Safety Advisor to support companies in interior regions.	Establish additional safety advisor in southern interior.	Maintain and adjust based on industry feedback.	Maintain and adjust based on industry feedback.	Additional Safety Advisor in place with no net increase to Council's existing funding levels. Measure percentage participation satisfaction and understanding of integrating safety management as an integrated part of business operations through surveys, evaluations and industry safety performance indicators.	Improved demonstrated understanding and acceptance of safety management as an integrated part of business operations.
	Expand depth of offerings in safety management system framework	Develop & deliver IMRTW Training.	Investigate development of online training tool and examine claims cost trends for targeted intervention and sector specific support.	Implement online training module; Improve access & communication of data on claims costs	Feedback forms; # of users	Employers integrate Return to Work elements into their safety programs.
<b>Transitioning to Revised Industry Prequalification System</b>						
Outreach	Implement revised pre-qualification system.	Implement approved pre-qualification strategy starting in January if industry accepts the revised prequalification system with no changes. Maintain service of SAFE Certification to naturally aligned companies while assessing the applicability of the new standard for naturally aligned companies. 3 meetings with industry committee and mid-level leaders to review progress of revised pre-qualification process.	Implement approved pre-qualification strategy. Maintain traditional SAFE Certification for naturally aligned companies or transition to new certification system. 3 meetings with industry committee and mid-level leaders to review progress of revised pre-qualification process.	Implement approved pre-qualification strategy. 3 meetings with industry committee and mid-level leaders to review progress of revised pre-qualification process.	Informal, ongoing evaluation. Evaluated through number of meetings and feedback from one on one meetings, building towards support for joint meeting and outreach activity.	Cement common understanding and goals among senior leadership. Common prequalification standard accepted by entire industry.
		If industry requires changes to proposed pre-qualification strategy, revise accordingly with implementation starting in April. Maintain service of SAFE Certification to naturally aligned companies while assessing the applicability of the new standard for naturally aligned companies. 3 meetings with industry committee and mid-level leaders to review progress of revised pre-qualification process.	Implement approved pre-qualification strategy. Maintain traditional SAFE Certification for naturally aligned companies or transition to new certification system. 3 meetings with industry committee and mid-level leaders to review progress of revised pre-qualification process.	Implement approved pre-qualification strategy. 3 meetings with industry committee and mid-level leaders to review progress of revised pre-qualification process.	Informal, ongoing evaluation. Evaluated through number of meetings and feedback from one on one meetings, building towards support for joint meeting and outreach activity.	Cement common understanding and goals among senior leadership. Common prequalification standard accepted by entire industry.
Introduce alternative maintenance audit requirements to support revised prequalification system.	Alternative maintenance standards and processes available for SAFE Certified companies.	Evaluate outcome of 2 year pilot program started in 2012 and make available as ongoing maintenance option to support prequalification system.	Evaluate other alternative maintenance options such as cultural survey and PASS system.		Successful introduction of alternative standards and processes in 2014. Acceptance and uptake in year 1 and 2. Evaluation of audit results to ensure safety standards not affected.	Flexible, accessible maintenance audit process for all users, minimizing cost and paperwork while maintaining safety standards.

### SAFE Companies

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
	Develop prequalification safety course to support new prequalification standard.	Develop and deliver new safety course to support new prequalification standard based on PDCA format (Planning, Doing, Checking, Adjusting)	Maintain and adjust based on industry feedback.	Maintain and adjust based on industry feedback.	Measure percentage user/participation satisfaction and understanding of how health and systems are practically integrated into an operational environment	increased understanding of how health and systems are practically integrated into an operational environment
	Conduct industry survey to determine impact and effectiveness of revised system.		Conduct survey. Maintain and adjust based on industry feedback.		Evaluated by number of companies responding to survey and number of positive responses.	Confirmation and support that the prequalification system is responsive and meeting industry's needs.
	Develop communications strategy targeted for senior industry leadership outlining support for the revised prequalification system.	Develop comprehensive communications strategy supporting revised prequalification system including processes for obtaining industry feedback.			Evaluated by number of positive responses and support from major licensees, tenure holders and industry associations.	Confirmation and support that the prequalification system is responsive and meeting industry's needs.
	Establishment of additional regional Safety Advisors to support companies in central interior regions.	Establish two additional safety advisors in central interior region in addition to the safety advisor in the Southern Interior.	Maintain and adjust based on industry feedback.	Maintain and adjust based on industry feedback.	Additional Safety Advisors in place with no net increase to Council's existing funding levels. Measure percentage participation satisfaction and understanding of integrating safety management as an integrated part of business operations through surveys, evaluations and industry safety performance indicators.	Improved demonstrated understanding and acceptance of safety management as an integrated part of business operations.
Management of the Certificate of Recognition program through SAFE Companies	Conduct town hall meetings with industry.	10 town hall meetings.	10 town hall meetings.	10 Town halls	Informal, ongoing evaluation. Evaluated through number of town hall meetings and feedback from meetings, building towards support for outreach activity.	Responsive, flexible Council programs, products and priorities.

Transportation

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
Take a lead role in establishing a Log Truck Driver Training Standard to support quality training programs that deliver qualified log haulers.	Compile / evaluate existing tools. Work with LTTAC to develop Standard aligned with industry needs. Develop tools to support implementation of the Standard. Communicate.	Standard developed; identify and build necessary peripherals (assessment tool, establish mentor and assessor base, admin / support / certification mechanism; research funding opportunities). Contingent on PC / industry endorsement, pilot partnership with training institution(s).	Refine Standard and elements based on pilot feedback. Expand pilots and operationalize to other institutions / trainers. Mentors and assessors in place, assessments occurring. Employers understand value proposition of competency-based training and support broad adoption / integration.	Endorsement is accepted as industry standard; certification recognized. Standards maintenance, QA / QC, administrative tools in place.	Successful partnerships; number of "certified" log truck drivers; industry (drivers, owners, owners) and regulator feedback.	Industry-wide log truck driver qualification program; effective and efficient, has wide positive acceptance by employers and drivers = "industry standard".
Conduct in-depth review of elements and considerations inherent in processes used to determine cycle times; identify / develop best practices adopted by industry to establish understood and realistic cycle times.	Initiate scoping exercise, construct framework, engage industry, engage consultant, stakeholder discussion, industry-lead, define process, etc.	Complete development and communication of cycle time resources, resource package; maintain / update.	Continue dialogue with / communication to industry. Develop additional resources as required.	Continue dialogue with / communication to industry. Develop additional resources as required.	Industry is aware of review results; useful resources available and in use.	Identified best practices increasingly applied; consistent and fair methodologies applied to determine cycle times, and help stakeholders achieve improved understanding and optimize operations.
Develop / establish light truck driver training Standard(s); industry-lead, broadly accepted (employment "pre-requisite"); encourage / facilitate availability of suitably targeted, quality training programs and trainers. Maintain / expand competency-based Standards / processes.	Consult with industry to confirm needs, develop suitable Standard(s). Assist Training to offer current WSCA sessions. Review WSCA program; consider adapting to specific applications (if industry requires such) and help coordinate / endorse course delivery. Identify and pursue funding or other mechanisms to support broad uptake.	Continue development of efficient partner mechanism. Conduct pilot sessions. Investigate if there is industry appetite for sessions with specific focus / duration; if so, develop. Develop and deliver 3 pilot training sessions.	Continue to build support for Standard. Develop and implement training support mechanism (e.g. admin, QC / QA processes); TS continue to participate in evolution of Standard, incorporate evolving best practices. Seek ways to develop "pull" (insurance companies, preferred employers, etc.).	Program mature, largely managed by Training. TS continue re Standard / curriculum evolution, developing best practices, adaptations to new technologies, roles, etc.	Standards developed in accordance with Council policies and TAC guidance; standards and training model recognized across industry. Trainer and course availability meets industry needs. Surveys of employers and students indicate they see value in the training.	Industry standard approved, training developed and delivered to meet industry needs; competent trainers, evolving delivery / curriculum (as appropriate).
Describe process (e.g. mentor /trainer qualifications, QA / QC processes) by which log hauling professionals could be engaged to provide mentor / advocacy services. Process will convey best practices and improve driving skills and attitudes of recipients. Mentor / recipient feedback will inform the Log Truck Driver Standard and associated processes.	Consult LTTAC, current truck driver training programs, BCFSC faller training process. Identify mentor / assessor criteria / processes. Identify and engage mentors, solicit industry for interest and opportunities.	Describe program parameters (mentor qualifications and training (?), how to engage (internal or contractors), administration and QA / QC process).	Pilot / implement program. Provide 25 mentor days (10 employer sessions, 2 -3 days each). Further process development.	Refine program parameters / deliver. Provide 50 mentor days (20 employer sessions, 2 -3 days each).	Feedback from employers and drivers, pre and post session assessments from mentor.	Robust mechanisms in place to support log truck driver training programs. Improved driving skills in selected individuals.
Build and provide hazard assessment / recognition / management tools targeted to log haulers. Investigate modifying / combining existing tools (e.g. RADAR, DuPont, SafeStart), plus incorporating others (e.g. WSCA PAR process, degraded imaging, simulation exercises, video). Demonstrate value of investing in hazard assessment.	Build and provide effective hazard assessment / management tools, deliver sessions.	Research existing hazard ID / management tools; adapt / build resources that focus on log haulers. Develop delivery tools (PowerPoint, website, webinar, video, audio). Pilot 3 sessions; make products broadly available.	Tools available, periodic re-assessment, make updates / improvements based on feedback, emerging technology, practices.	Tools available, periodic re-assessment, make updates / improvements based on feedback, emerging technology, practices.	Number of sessions / participants, feedback from industry.	Improved awareness of hazard ID strategies, implementation.
Develop training targeted to improve the abilities of log truck fleet supervisors / owners to understand and meet supervisory obligations, and to address challenges of supervising a unique work force: mobile, long days, remote and variable marshalling points, sedentary lifestyle, high-risk activities. Develop practical coaching skills.	Revise / adapt existing Council Supervisor training curriculum; customize to log hauler fleet circumstances, criteria.	Engage input from industry, LTTAC and Council staff to ensure alignment with needs. Training developed by Q3, and 4 pilot sessions offered by end Q4.	Training available; target 6 sessions over 2015. Periodic re-assessment / improvements based on feedback, emerging technology, practices.	Continuous Improvement	Number of sessions / participants, feedback from industry.	Log hauler supervisors are equipped with practical tools and strategies to supervise their mobile crews effectively, complete due diligence, etc.
Incorporate health and wellness objectives into transportation safety as a tool to generally improve driver health, positively influence human factors / behaviours, and reduce health-related injuries. Promote health and wellness, and provide truckers with access to trucker-focused, practical health and wellness resources / programs / events.	Research other programs to identify applicable materials; develop resources (e.g. videos, audio messaging, exercise cards, etc.). Promote / raise awareness and uptake (e.g. Healthy Hauler, website resources, healthy food partnerships, SAFEMap / Falk, etc.).	Continue Fit to Drive partnership, identify alternate approach / tools. Plan / host 4 health events; expand to southern Interior. Include focus on trucker and family / community (e.g. a keynote speaker at Family Day BBQ in Park), trucker appreciation days, water bottles / info sessions at cardlock, ergonomics for truck drivers at trade fair, etc. Produce wrapper-throwing video; proper chain-up strategy to develop video / audio / visual tools.	Continue Fit to Drive partnership, but also grow Council Trucker Health and Wellness resources that fit / accomplish Council objectives and mandate to broader audience.	Continue Fit to Drive partnership, but also grow Council Trucker Health and Wellness resources that fit / accomplish Council objectives and mandate to broader audience.	Track number of sessions / participants, distribution of video / audio tools, website downloads. Industry feedback.	Employers and employees appreciate the value of a healthy workplace, and incorporate those values into their lives and activities to reduce injuries and fatalities. Health and wellness are increasingly core tenets of forestry safety culture.
Continue presence with forestry community and associated public in order to be a recognized and sought after transportation safety resource, and valued as an approachable and reliable team.	Development and distribution of brochures, radio ads, presence at conferences, and other public venues.	Continue Rumbings; evolve format, increase subscription's. 3 TS articles for industry publications. Radio campaigns (e.g. Spring Tune-Up, Back to School), participate in 6 trade conferences. Maintain RRUSG (update, distribute).	Continuous Improvement	Rumbling subscription rates and Google analytics	Informed, engaged industry members who feel information is valuable for the work they do.	
Provide practical safety resource packages and information to truckers - things that can be used or applied daily to reduce hazards or risk of injury for toolbox talks.	Research current information, talk with truckers and suppliers to identify everyday problems, and their practical solutions.	Continue to develop provide / communicate practical materials such as "Fatigue Management Tools", "Selecting the Right Safety Glasses", "Throwing Wrapper and Not Your Back", etc.	Continuous Improvement	Periodic updates, re-broadcast to maintain presence.		Useful products employed by truckers to reduce slips, trips and falls, overexertion.

**Transportation**

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
Provide effective tools that employers can use to assess road and determine it is suitable / safe for their use circumstances; identify, assess and track road hazards. Field application.	Work with industry to develop Road Safety Risk Assessment guidelines and tools.	Identify existing tools that can be broadly distributed and applied (WSBC, FPInnovations); develop simple tools / forms; field test, communicate / post for employers and Road Safety Management Committee's, etc.	Encourage broader use of tools like Road Risk assessment tools (e.g. From Road Safety Management Committee's, LIDAR @ FPInnovations, etc.), evaluate.	Maintain	Guidelines developed and approved following Council policies. Effectiveness of this guideline will be evaluated through delivery tracking and assessment through download/delivery information, survey, practices in the field, field observation by auditors, WSBC officers and others.	Practical road risk assessment tool (with instructions) complete, available and used.
Develop and provide hazard assessment tool that can be used by multiple phases (planning through to tree planting) to identify, evaluate, assess and manage risks commonly encountered during forest harvesting. Continue application of steep slope resource package.	Develop Hazard and Risk assessment tool.	Expand "Interfor matrix" to all phases. Complete necessary work, field test, publish, distribute. Matrix complete and posted to website (etc.) by end Q3. Expand application of steep slope resource package.	Communicate, implement, refine.	Continuous Improvement	Feedback from field users, licensees, WSBC. Consistent, reproducible, broadly understand hazard assessment process.	Risks are identified in a consistent, transferrable methodology, communicated among phases and managed appropriately at each phase. Build expanded hazard matrix according to framework provided
Develop and provide industry with access to tools / approach that will effectively accomplish lock-out. Communicate and reinforce to establish lock out as standard operating procedure.	Provide access to or develop equipment lock-out guidelines / tools for transportation vehicles (pick-ups, log trucks, low beds, service trucks). Develop "situational" lock-out approach.	Tools, guidelines and supporting presentations completed and made available to industry, Safety Advisors. Make presentations at 3 venues.	Refine tools based on feedback; continue promotion.	Sustain	Effectiveness evaluated by surveying employers to evaluate improvements in lock-out practices; paper and field observation by auditors, WSBC officers and others.	Mobile equipment lock-out guidelines and strategy complete, available and used.
Participate in continued Log Trucker's Technical Advisory Committee with log truckers and key agency representatives; identify issues and initiatives that matter to log truckers, collaborate to develop solutions, use their perspectives to inform Council priorities and work plan.	Regular, structured consultation with log truckers and key agency contacts; champion provincial LTTAC.	Hold 4 quarterly meetings. Enhance member engagement, grow member skills to expand LTTAC functions (more topics, more direct involvement).	Continue	Continue	Group engagement, progress on initiatives.	Better member engagement and activity; productive dialogue that enhances connection and alignment between TS and log haulers and improves the value of TS efforts / outputs to log hauling community.
Engage with Road Safety Management Committee to serve as a resource that is knowledgeable of broad, specific and best practices, regulatory requirements, solutions and contacts among Road User Groups; Council provides useful information and support to assist in development and sustainment of Road Safety Management Committee (notwithstanding or usurping owner / contractor / client accountabilities).	Support Road Safety Management Committee process, attend and participate in meetings across province to develop contacts and understanding.	Attend 6 to 8 Road Safety Management Committee meetings across BC; Road Safety Management Committee activity / membership / utility is holding; solicit support from MFLNRO / WSBC / industry. Lead effort to identify ways to sustain these groups (e.g. agency support). Message best practices road incident tracking, coordinating haul schedules, public interface involvement (ATV's and snowmobiles).	Continue	Continue	Road Safety Committees established and functioning in every district in province.	Consistent protocols, understood and applied processes that increase road safety, and effective local mechanisms to support coordinated road use for multiple users / stakeholders.
Support development and incorporation of key safety elements in planned Natural Resource Road Act. Participate in subsequent communication / education efforts.	Participate in NRRRA Safety Framework Working Group. Collaborate with MFLNRO, Industry Associations and others in planning / implementing communications	Continue with NRRRA Safety Framework Working Group (and others as appropriate). Collaborate with MFLNRO, Industry Associations and others to plan / implement communication strategy, and develop / present resources and information.	Continue to build / communicate resources.	Continue to build / communicate resources.	Availability of resources, awareness of resource road safety practices among all users. Smooth transition to NRRRA, not hampered by knowledge gaps.	Users are well-informed as to required and best practices when operating on resource roads.



## Training and Program Development

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
<b>Support effective safety management</b>	Improve supporting documents for safety programs.	Develop comprehensive safety program packages for small companies (similar to the Woodlot Resource Package).	Update program packages for consistency and improvements.	Update program packages for consistency and improvements.	Industry satisfaction with available resources.	Clear expectations for safety program components, improving adoption and application.
	Develop strong rationale for adopting high safety standards	Write a business case indicating: the business reasons for adopting strong safety systems; why the Council was created and how we can support businesses. Incorporate key components into resources, training, presentations.	Continue including reasons for effective safety systems throughout resources, training and outreach opportunities.	Review business case and update as needed. Continue incorporating principles into programs and resources.	Business case is written and shared with key stakeholders as needed.	Companies are shown the links between safety and business success, leading to broader adoption of high safety standards and overall culture change.
	Compile Fatality and Serious Incident Data	Summarize and make available information from coroner's reports and WorkSafeBC investigations on fatalities; injury statistics and trends.	Continue building resources. Communicate relevant statistics with industry. Continue to track data from individual groups to watch for trends.	Continue building resources. Communicate relevant statistics with industry. Continue to track data from individual groups to watch for trends.	Number of industry reports released.	Council and other advocates have up to date data and statistics for the industry, focusing industry efforts on causes of serious injuries.
	Emergency Response Planning	Work with industry and WorkSafeBC committee to find and implement solutions to challenges with transporting injured workers efficiently.	Implement programs based on solutions identified by industry/WorkSafeBC working group.	Implement programs based on solutions identified by industry/WorkSafeBC working group.	Reduction in time taken to transport workers injured on forestry operations	Better first aid care and timely access to advanced medical care will lead to better treatment and rehabilitation of injured workers.
<b>Engage industry in developing resources and improving safety culture</b>	Develop behavioural safety resources for use in training programs and online resources.	Develop behaviour change tools/strategies for e.g. lockout.	Evaluate, revise and expand behavioral safety tools as required.	Evaluate, revise and expand behavioral safety tools as required.	Developing behaviour change tools for highest risk groups.	Improved awareness and better choices made by at risk workers.
	Improve post-secondary outreach through external communications program	Council staff to speak at two post-secondary educational institutions regarding safety in the industry. Include importance of planning and understanding hazards associated with all phases.	Council staff to speak at 4 post-secondary educational institutions regarding safety in the industry. Work with colleges and universities to make safety an underlying principal of operational programs (classroom principles and field activities)	Continue working with universities and colleges. Develop a working group that reviews specific course curricula and adds safety to the program. (e.g. harvesting, field camps, etc.)	Number of presentations.	Long term inclusion of safety embedded in course curricula. New workers exposed to solid safety culture early in their careers.
	Increase profile of safety within certifying organizations.	Improve outreach with certifying groups (ABC FP, Silviculture Surveyors...). Work with these groups to add safety content to exams, to increase coverage in publications.	Add safety components to exams and outreach materials of two organizations.	Broaden the scope of organizations actively involved with BCFSC.	Number of safety related topics raised by exams, literature, conferences, and other outreach efforts of certifying organizations.	Safety becomes a highlighted, standard component of all organizations offering forestry certifications. Culture of safety grows within all certifying groups.
	Offer additional webinar presentations	Deliver 4 webinars, as a low cost and highly accessible way to deliver training. Improve webinar marketing; evaluate reach of webinars.	Deliver 4 webinars, develop case studies for use in other training.	Deliver 4 webinars, develop case studies for use in other training.	# of participants on webinars	Improved understanding of specific topics of interest to forest industry.
	Partner with WSCA to maintain and develop training and resources to reduce injuries in the silviculture sector.	Work with WSCA Strategic Advisory Committee (SAC) to develop an appropriate workplan and carry out those activities. (Director)	Work with WSCA Strategic Advisory Committee (SAC) to develop an appropriate workplan and carry out those activities.		Feedback from silviculture sector	Development of new tools to reduce injury rate in the silviculture sector.
	Create an incident investigation working group to assist with the development of new investigation tools and training.	Create a pool of certified investigators as a resource for industry. Conduct initial training and follow up activities to maintain skills.	Maintain certified investigators.	Maintain certified investigators.	Number of times investigators are accessed by industry.	Industry engagement in the improvement of the incident investigation process. Investigation results lead to improved hazard control.

## Training and Program Development

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
<b>Maintain and improve training opportunities for industry</b>	Update and implement quality assurance process for instructors and course content	Follow established processes and review for effectiveness. Conduct QA on all instructors. Continue professional development meetings with instructors.	Follow established processes and review for effectiveness. Conduct QA on all instructors. Continue professional development meetings with instructors.	Follow established processes and review for effectiveness. Conduct QA on all instructors. Continue professional development meetings with instructors.	Regular revision and updating of training materials. Increased quality of instruction as measured by course evaluation forms.	Up to date training materials with improved relevance and applicability. Increased quality of instruction and development of highly skilled instructors.
	Update processes for effective course administration.	Continue process updates as necessary. Write and implement policies/standards (generally aligned with PCTIA requirements).	Review training policies and standards and evaluate implementation.	Review training policies and standards and evaluate implementation.	Formalizing and documenting internal process. Obtaining accreditation	Improvement of many aspects related to the internal administration of training.
	Manage basic chainsaw training service delivery	Maintain adequate instructor pool. Improve administration of franchise program. Conduct quality assurance on all franchise operations.	Maintain instructor pool. Conduct quality assurance on all franchise operations. Full update of Basic Chainsaw program.	Maintain instructor pool. Conduct quality assurance on all franchise operations. Full update of Basic Chainsaw program.	Feedback from participants; feedback from FTAC and target number of seats achieved. Completion of franchise delivery model.	Consistently delivered, high quality chainsaw training throughout the province
	Deliver Basic Forest Supervisor and Falling Supervisor training.	Offer 100 seats in Basic Forest Supervisor and 80 in Falling Supervisor courses. Revise both courses for new prequalification details and business case.	Offer 100 seats in Basic Forest Supervisor and 80 in Falling Supervisor courses. Full update of Falling Supervisor.	Offer 100 seats in Basic Forest Supervisor and 80 in Falling Supervisor courses. Full update of Basic Forest Supervisor.	Feedback from participants; feedback from appropriate TAC(s) and target number of seats achieved.	Supervisors trained to a high standard and using an industry approved management approach.
	Deliver incident investigation programs	Offer 75 training seats in Basic Incident Investigation and 50 seats in level 2 course. Revise basic and advanced programs for prequalification details and business case.	Offer 75 training seats in basic investigation training and 50 seats in advanced course. Develop Computer Based Training (CBT) for basic program. Full update of Advanced Incident Investigation.	Offer 50 training seats in basic investigation training and 50 seats in level 2 course. Full update of basic course. Deliver 50 seats of CBT model (basic).	Feedback from participants; Target number of seats achieved.	Improved incident investigation programs including greater depth of knowledge and accessibility; Potential revenue stream from external courses
	Improve SAFE Companies training	Revise all Individual Owner Operator (IOO), IOO-Refresher, Small Employer (SE), SE-Refresher and Internal Auditor courses to align with new prequalification criteria and business case for safety. Conduct a full overhaul of Small Employer course.	Revise materials as needed for listed courses. Full update of SE-Refresher, Individual Owner Operator (if needed), and SE computer training.	Revise materials as needed for listed courses. Full update of Internal Auditor, Small Employer, all computer based refresher courses.	Feedback from participants and trainers.	Accurate, current content provided at courses. Improved engagement and improved retention/application of training content.
	Deliver SAFE Companies training	Offer 80 Individual Owner Operator-Refresher (IOO-R), 160 Small Employer-Refresher (SE-R) seats; 80 Individual Owner Operator (IOO) and 250 Small Employer (SE) seats; 20 Internal Auditor seats. (Includes Computer Based Training (CBT) seats)	Offer 80 Individual Owner Operator-Refresher (IOO-R), 160 Small Employer-Refresher (SE-R) seats; 80 Individual Owner Operator (IOO) and 250 Small Employer (SE) seats; 20 Internal Auditor seats. (Includes Computer Based Training (CBT) seats)	Offer 80 Individual Owner Operator-Refresher (IOO-R), 160 Small Employer-Refresher (SE-R) seats; 80 Individual Owner Operator (IOO) and 250 Small Employer (SE) seats; 20 Internal Auditor seats. (Includes Computer Based Training (CBT) seats)	Achievement of seat targets; feedback from participants.	All entrants to SAFE Companies program are able to access training.
	Market Training Programs and Available Resources	In concert with communications strategy, market programs through partner websites and within newsletters.	Continue marketing and increase means of advertising training and available resources.	Continue marketing and advertising training and available resources.	Number of new sources advertising Council training and resources.	Increased profile, awareness and uptake of Council's available resources and training programs.
	Develop Fit to Fall Program	Work with CHAG to develop 'fit to fall'. (Diet & hydration; personal awareness training; fatigue; degraded imagery). Design the program and delivery model to make information available to all active fallers.	Deliver 'fit to fall' to additional groups around the province. Expand program to other groups, e.g. truck drivers.	Modify the programs as needed.	Feedback from participants; number of individuals trained.	Fallers and others recognize the importance of diet, awareness, and hazard recognition, and modify practices accordingly.

## Training and Program Development

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
	Move the administration of the existing WSCA courses to the Council.	Offer 50 seats of driver training. Review potential alternatives for additional driver training and revise ATV course. Assess remaining courses: supervisor and chain saw for necessary revisions.	Offer 50 seats of driver and ATV training. Revise remaining courses and bring into the Council admin system for delivery.	Full update of driver training. Offer 50 seats.	Feedback from participants; Number of seats delivered.	Additional training opportunities for industry.
	Obtain government funding for industry training	Identify sources and secure government funding for Council training programs.	Identify sources and secure government funding for Council training programs.	Identify sources and secure government funding for Council training programs.	Number of funded seats in Council training programs	Increase in the number of workers receiving Council safety training.
	Develop safety management training course to improve safety leadership on the front lines	Guided by an industry group identify components of Safety Leadership Training. Develop and pilot two key components, e.g. Soft Skills.	Offer 50 seats in each program; on-going improvements. Review concept of 'Certified Supervisor', and determine forward path.	Deliver 60 seats in each program. Conduct full update of leadership course. Roll out certified supervisor program as directed.	Feedback from participants; number of seats delivered.	Improved understanding of why safety is smart business. Improved understanding of how to be an effective manager/supervisor.
	Develop and communicate recommended training requirements for qualified forestry workers.	Requirements for qualified forestry supervisors developed and communicated. Prime Contractor training to be included as requirement.	Identify an additional classification of worker and develop training recommendations.	Identify an additional classification of worker and develop training recommendations.	Adoption of training requirements by industry workers.	Forestry workers provided with advice on the training needed to be qualified, effective and safe in their work.
	Develop and deliver Prime Contractor training.	Develop Prime Contractor workshop / training. Offer webinar and in person sessions, as requested by industry.	Continue to offer Prime Contractor training based on industry demand.	Continue to offer Prime Contractor training based on industry demand.	Number of seats delivered.	Better informing companies of their Prime Contractor responsibilities.

## Falling

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
Delivery of training and certification of individual employees						High quality information, education and training is available to industry, with a focus on high risk areas
Delivery of training and Certification of individual employees	Train new fallers	Offer 25 new faller training seats	Offer 25 new faller training seats	Offer 25 new faller training seats	Number of seats filled	Trained, competent fallers ready for field portion of their training
Delivery of training and certification of individual employees	Deliver faller training through alternate means	Determine viability of Industry Training Model			Determination made if Industry Training Model can be adopted for Industry	Diversified delivery methods of new faller training
Delivery of training and certification of individual employees	Consider Alternative delivery for New Faller Training	Determine a New Faller Training model that will allow 100 fallers per year to be trained			Model is in place that can accommodate up to 100 fallers per year being trained	
Delivery of training and certification of individual employees	Update New Faller Training materials	Begin process to update New Faller Training course materials. This will include consideration of modularizing the training and determining if and how Single Standing Stem and Tree Topping can be incorporated	Complete process to update New Faller Training course materials. This will include consideration of modularizing the training and determining if and how Single Standing Stem and Tree Topping can be incorporated		New Faller Training Materials are updated and approved by WorkSafeBC	
Delivery of training and certification of individual employees	Develop Advanced Bucking course	Develop Advanced Bucking course and deliver pilot	Offer Advanced Bucking course		Advanced Bucking Course is developed and a pilot has been conducted	
Delivery of training and certification of individual employees	Certify falling supervisors	Certify minimum of 30 falling supervisors to meet the demand of the Coastal Harvesting Advisory Group Dec 31, 2014 deadline and the voluntary requests from the interior	Certify 30 falling supervisors		Industry Needs for Certified Falling Supervisors are met	Trained, skilled, aware and proactive supervisors
Delivery of training and certification of individual employees	Increase pool of QS/Ts	Endorse 6 minimum of 3 QS/Ts; add further maintenance requirements as required	Endorse 6 QS/Ts; add further maintenance requirements as required		Qualified individuals are attracted to the program and encouraged to fulfill requirements through established processes	Sufficient number of QS/Ts in place to maintain needs of the program
Delivery of training and certification of individual employees	Ongoing faller competency through audit submissions/Performance Trend Analysis	Expand faller data tracking system; revise operational audit if required based on feedback from one year trial plan			Number of certified falling supervisors using tracking system & feedback	Evidence of fallers retaining or improving their certification skills; Robust trend analysis system is in place.
Delivery of training and certification of individual employees	Develop and implement remedial/upgrade education/training for certified fallers.	Contractors provide 80 days of skills upgrade training to fallers identified through industry request or quality assurance activities.	Contractors provide 80 days of skills upgrade training to fallers identified through industry request or quality assurance activities.		Upgrade/remedial education/training meets the needs of industry as determined through participant feedback and FTAC review of process.	Accessible, consistent approaches to addressing skills gaps with certified fallers

## Falling

Focus	Activities	2014 Outputs	2015 Outputs	2016 Outputs	Evaluation	Outcomes
Delivery of training and certification of individual employees	Develop process for falling program quality assurance	Develop systems to ensure Quality Assurance & Maintenance of Standards is well managed-including remedial training and credentials for CFS and QS/T			Plan in place for falling program including quality assurance process for fallers that meets WorkSafeBC requirements	Quality assurance process in place for falling programs
Development of industry best practices, safety standards and training programs						High quality industry safety standards for key activities
Development of industry best practices, safety standards and training programs	Create resources to support the Falling Community on key concern areas	Develop Faller Safety Meeting tool (SAFEmap 3 hour presentation)			Presentation developed and ready for industry	
Falling Standard	Ownership of the Falling Standard	Examine ownership of where the falling standard should reside; with Council or WorkSafeBC.				Falling standard resides with the industry
Outreach	Conduct Confidential Falling Company reviews, assist Falling Supervisors and general support to Industry for falling concerns	Retain 2 existing Falling Safety Advisors and evaluate the necessity for a third Falling Safety Advisor			Feedback from Industry; Number of engagements	The falling community is supported and engaged
Outreach	Engage falling supervisors by training in supervisor soft skills	Deliver 3 SAFEmap 2 day coach & leadership training sessions to falling supervisors			Town Halls are offered	Falling Supervisors engaged
Outreach	Deliver QS/T workshop to existing QS/Ts for professional development and awareness of Council activities	1 QS/T meeting	1 QS/T meeting	1 QS/T meeting	Meeting offered	QS/Ts informed of Council activities and current safety initiatives
Outreach	Conduct Falling Technical Advisory Committee meetings to help set the direction of the Falling Program	4 Falling Technical Advisory Committee meetings	4 Falling Technical Advisory Committee meetings	4 Falling Technical Advisory Committee meetings	Meetings offered	FTAC sets direction for Falling Program
Outreach	Prepare and distribute Falling Program newsletter to communicate with fallers	Falling Program Newsletter	Falling Program Newsletter	Falling Program Newsletter	Newsletter issued to certified fallers	Fallers are informed of Council activities

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