

A Safety Message from the CEO

The Opportunity to Lead

As we look forward to 2017, I feel positive about the NZ forestry sector and the role it will play in a prosperous NZ economy and society in the years ahead.

This includes our ability to meet carbon (greenhouse gas) commitments and to preserve New Zealand’s green image, which are also both essential to tourism and food production.



During 2016 our industry has enjoyed many productivity and safety gains! These gains make forestry an attractive proposition to new entrants – whether school leavers or those looking for business opportunities.

This situation has not arisen by chance – we have collectively realised and seized the opportunity to get better. Actually, ‘getting better’ is what society is demanding of us and we must continue to get better. How?

- **“Work on your business rather than in your business...”** This is our 2017 catch phrase. If you are a leader in our industry, take the time to observe how employees complete their work and offer constructive feedback.
- **Focus on ‘critical risk’** – think about the things that will most likely cause harm or damage and spend most of your time managing these.
- **Acknowledge good behaviour and outcomes** – most of the time things go right. Reinforcing the ‘positives’ invariably increases those behaviours.

Let us make 2017 our best year ever!

Peter Clark

Managing Risk – Safe Op

During 2016 PF Olsen has **reviewed its approach to managing hazards and risk at forestry work-sites**, including the so-called ‘particular risks’ that are outlined in the Health and Safety at Work (General Risk and Workplace Management) Regulations (GR & WM 2016).

This review, for industry consistency, has been kept in tune with the work of the Forest Industry Safety Council (FISC) Legislation Technical Advisory Group.

We have also benefited from the able support provided by our Contractors and key Service Providers. Thanks to all.



As a result, we have a new Safe Op – a thirty-page document with four sections. Each of the sections deal with an aspect of managing risk at the work-site. The titles include:

- Introduction – Managing Risk at Forestry Work-sites,
- Managing ‘Particular’ and Other Critical Risks,
- Overlapping Responsibilities in the Supply Chain, and
- Authorised Visitors and Service Providers.

Implementation and Training – 2017

PF Olsen has arranged to provide training in this Safe Op, starting with the Northern South Island branches in Q1 and then rolling-out across other regions. Training will consist of one four-hour course including practical examples that will help with an immediate implementation. We look forward to providing this training and seeing Operational Staff, Contractors and key Service Providers at the scheduled courses.

Reasonable Cause Testing (RCT)

Methamphetamine before and after shots. We have all seen them and sometimes we have also seen the ‘real-life effects’ of drug abuse in old classmates, co-workers or in people more closely related to us and of course the despair this brings.

The purpose of this bulletin is not to cast judgement on such individuals, rather to help us identify ‘**the early warning signs**’ and to react to these with a suitably mature response – hopefully getting help before it’s too late!

Wonderful Hindsight!

During 2015, PF Olsen provided training for reasonable cause testing (RCT), which explained the early warning signs of drug abuse and how to deal with them.

The early warning signs often include a **mix of physical and behavioural indicators**. Included are changes to personal appearance, the appearance of items in a person’s care or possession and personality. Take them seriously – especially when they occur altogether.

Following a tragedy, we would not want to be in the position of saying... ‘In hindsight – I thought something was wrong!’



Source: Google images above ‘labelled for re-use’ are not related to PF Olsen Ltd, its operations or workforce.

NB: Drugs and Alcohol – not the only reason!

Modern day life is packed full of stresses and strains and there could be a multitude of reasons, apart from drugs, why someone is not acting ‘normally’. For example, their child maybe unwell or their partner may have lost work and income. Such situations could cause stress. **By taking a genuine interest, and care, we may be able to help!**

RCT – A Case Study



An Actual Scenario From 2016¹

Background (early to mid-2016):

- The employee: approx. 40 years old; in the crew since 2010.
- He had been earmarked as a future crew owner.
- Recently commended “a skilled operator ...leads by example.”
- Married with a house and two teenage children. Both partners had steady work with good incomes.
- Well respected by PF Olsen management staff.
- Had lots of out-of-work hobbies and interests.



The day the TDDA Van turned up (Oct 2016):

- Noticeably slow out of the bush to take the test.
- Very grumpy when he approached the van.
- Came out of his machine without his Hi-Viz on.
- Subsequently refused to be tested, saying he “would fail for methamphetamine”.



In hindsight (after employment terminated):

- Recent trouble communicating/cooperating with other workers.
- Things were getting broken – and always someone else’s fault.
- His Ute, normally clean, “...had deteriorated into a filthy stinking mess... his house had deteriorated in the same way.”
- Keeping in mind the couple’s joint income – the crew owner commented that “he had recently been asking to borrow \$20 here and there.”
- Unexplained absenteeism had become more frequent.
- Generally behaviour seemed out of character – the crew “thought that he might be having relationship problems”.
- He had become repeatedly late for work and grumpy.
- He had stopped doing overtime, had lost interest in the management opportunity and his whole attitude had declined!



¹ While the details provided above are based on a real situation, minor details have been altered to protect the crew.
NB: Image Source: Google ‘labelled for re-use’ are not related to the scenario, PF Olsen Ltd, its operations or workforce.

Working On It – Not – Working In It!



Keeping a ‘Close Eye on Things’...

“The fact is, the only day an employee can get injured is today. You can’t get injured tomorrow until it gets here, and you can’t get injured yesterday because it is gone. So, we have to be very, very focused on what is happening today and that becomes part of our makeup, that becomes part of our nature, and that becomes part of our culture.”

Francis Petro, President and CEO of Hayes International Inc.

What ‘Positives’ Do You Want to Reinforce?

Like reinforcing steel in a building project, managers and supervisors can strengthen their operations and make them resistant to shocks.

Behavioural science tells us that a ‘reinforcer’ is anything that increases a behaviour’s occurrence or quality. As a leader, consider yourself a ‘builder’ whose job it is to SHAPE, CONNECT and INSTALL the reinforcing steel. Practically, how can you do this?

- Identify the positive behaviours and practices you need to build up.
- Write them down using ‘action words’.
- Ensure people know about ‘the building project’ – the behaviours and practices you will be checking for. Explain how these standards are non-negotiable!
- Follow up to see that you get the standards the business wants!
- Commend when a job is done properly and well.

Putting in the Steel!



L4 Tree Feller

Observing from
in front of a
falling tree!
His 'normal'
behaviour?

HBO – 1258

Not meant to
be using a saw?
Not following
his daily plan?
Normalisation!

These images show **reconstructions of actual incidents**. The L4 tree feller was hit by a part of a falling tree and hospitalised with fractures and internal injuries. The head breaker-out (HBO) was pinned by the log he was cutting, however, fortunately not seriously hurt.

Both men, highly qualified, were **acting outside the bounds** of their respective 'work-plan' either **breaking rules or ignoring the instructions** that had been given. The L4 tree feller, the felling observer at the time, was actually **standing in front of the tree under felling** and in the line of fire! The HBO was **using a chainsaw when he had been told not to**. The area was very steep, the footing difficult and the trees were large and wind thrown.

The questions are: (1) had their behaviours become normal? (2) Who was checking to confirm the standards required by the business? Moreover, (3) will these examples motivate us, especially managers and supervisors, **to 'work on it' and not 'work in it'?**