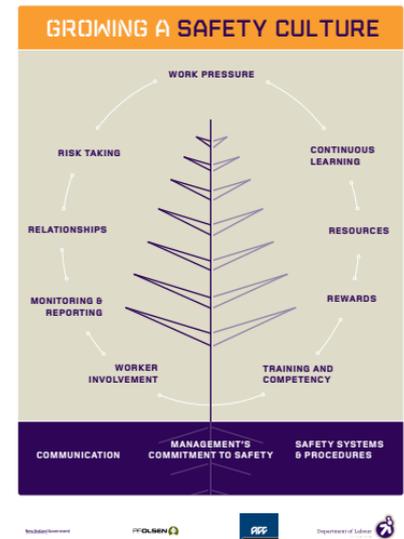


SAFETY CULTURE Time to Review

What is Safety Culture?

Safety culture has been described by the phrase “...it’s the way we do things around here”. Examining culture is like taking a picture of our values, priorities and attitudes – particularly in relation to safety in the workplace. That picture might show a weak or strong safety culture.

Additionally, culture is constantly changing, especially as we encounter new influences, new ideas and ways of doing things. Having a strong culture today doesn’t mean that it will be strong a year from now – reassessment is vital!



Examining our actions... our practices...

At any point in time, our culture will have both strong elements and weaknesses to work on! We may ask – ‘how are we doing and how could we do better?’ We can only answer those questions by **examining our actions – our practices!**

Viewing safety culture in terms of practices is useful as it provides a practical way of bringing about cultural changes. Focusing on practices also places the responsibility for safety culture with senior management. This is because it is the leaders of an organisation that determine what is important and what practices will be followed.

The UK Health and Safety Executive¹ defines 5 key practice areas:

- **Management** (safety leadership)
- **Relationships** (honesty, trust, respect and participation)
- **Knowledge** (systems, rules, training and skill)
- **Resources** (time and conditions), and
- **Reporting** (identifying issues and addressing them).

¹ The UK Health and Safety Executive (HSE) is the independent safety regulator and advisor in Great Britain.
<http://www.hse.gov.uk/aboutus/hse-story.htm>

SAFETY CULTURE Assessment

SAFETY CULTURE SNAPSHOT



Back in 2008, in conjunction with the ACC and the Department of Labour (DoL) now WorkSafe NZ, PF Olsen Ltd completed a safety culture project. The project (a year-long pilot study) involved two teams of people from across the forest industry. Armed with the findings, PF Olsen delivered a one-day course to around 300 leaders in its business. These leaders, mostly contractors, were taught the basics of safety culture and were provided several tools for use personally and at work-sites.

DoL Onward Development – having access to many other industries and having the ability to consolidate a wider range of learning the DoL produced the “[Safety Culture Snapshot](#)”. This is a simple self-assessment tool including [self-help resources](#).

NZFOA Involvement – around the same time, the NZFOA Safety and Training Committee developed a safety culture assessment tool. This was based on the original “Growing A Safety Culture” project and was used primarily with forestry crews. Recently this tool has been revised by the [Forest Industry Safety Council](#).

- Excellent
 - Very good
 - Good
 - Average
 - Poor
- 

Tips for running a successful safety culture project

- Assessment starts by asking ‘how are we doing and how could we do better?’ Use a self-assessment tool every 4 to 5 years – this will help newer, and refresh older, employees.
- Keep it simple – complex assessments with ‘specialists’ are not required.
- Focus on one or two improvement areas and work on them as a team. This will increase the team’s confidence and provide the benefits of an improving safety culture.

Safe Start Up – Any Thoughts?



McKay and Olsen (Crew 32) 2017 Winners of the McFall Fuel – Top Crew Safety Award

Have your say...

During January PF Olsen Ltd hosted 11 safety breakfast meetings with a total 986 attendees. We have received a lot of good feedback on the speakers and awards presentations, however, what do you think?

Please take the opportunity to comment on the following:

What part of the Safe Start Up meetings have you found valuable?

[A] _____

Is there something you want to see less or more of?

[A] _____

Do you have any ideas or suggestions to help improve the quality of our events?

[A] _____

NB: Submit your answers/ideas to Miriam Miller at h&s@pfolsen.com – marked ‘Safe Start Up Comments’. The best response will receive a **\$100 grocery voucher** so remember to add your name, crew and phone numbers.

Slips, Trips and Falls (STF) Injuries!

During 2017, we sustained thirty-six serious injuries (measured in LTI and MTI's) ... a very BIG year and the highest injury toll since 2004!

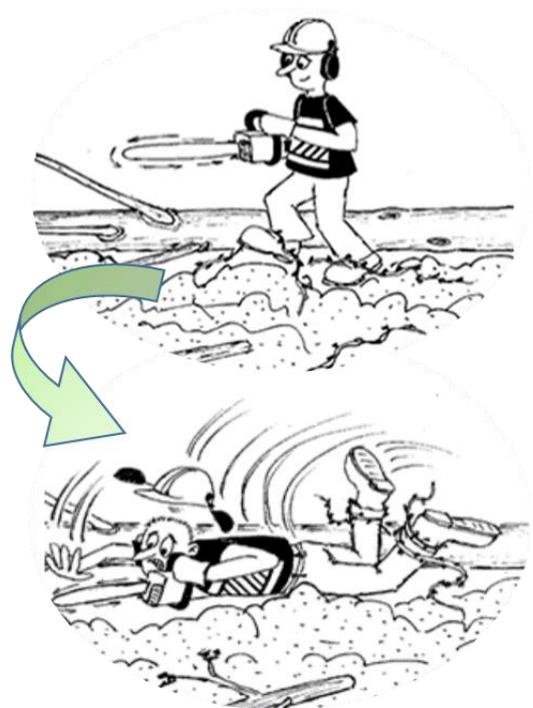
14 of 36 of the injuries (39%) related to slips, trips and falls; resulting in sprains, cuts or both. Some were not notified early enough to apply our management processes and they moved to lost time injuries unnecessarily! While most of the injuries were minor, they all continue to paint a picture of an industry out of control – so please take note!

Wet Weather!

Many forest owners reported a similar story. They attribute the increase in STF injuries to the persistent wet weather that started in the early winter and continued into the late spring.

Notwithstanding, there are things that we can do to lessen the risk of falling victim!

- Wherever possible walk alongside objects rather than on top of them.
- Move slowly and deliberately. Remove slash and other obstructions whenever possible.
- Avoid water sodden ground and don't walk across furrows and greasy surfaces.



INC_643 1/12/17 – LTI

After completing re-fuelling, an operator walked around the machine. His right foot got caught under a small tree limb protruding from the road and he fell forward to the ground. When he returned to his accommodation the swelling and pain indicated it needed medical attention. An x-ray revealed a broken bone in his foot which required a cast and time of work.

Please watch out for slip and trip hazards!

Maintenance MTI's Continuing



Maintenance injuries featured strongly in our 2017 data... and the trend appears to be continuing!

INC_634 22/11/17 MTI Using a sledgehammer on the skidder track, a piece of steel ricocheted off and into the worker's forearm.

INC_636 20/12/17 MTI While removing the belly plate from under the machine, the plate, which was twisted, sprung down, cutting the operator's left hand (stitches required).

INC_674 19/01/18 MTI A breaker-out was splicing an eye onto the main rope when the sharp end of a rope strand caught and cut his forearm (stitches required).

Maintenance considerations...

Wear the correct PPE: Maintenance injuries often occur because the correct PPE is not worn. Several sets of gloves may be required, especially when working with oils and grease.

Never complete maintenance alone: Kiwi's will often attempt to complete a job alone rather than ask for help. However, a second person can be used to help with tricky situations e.g. work in confined spaces. This person can also run additional safety checks, ensuring machinery is properly isolated and de-energised.

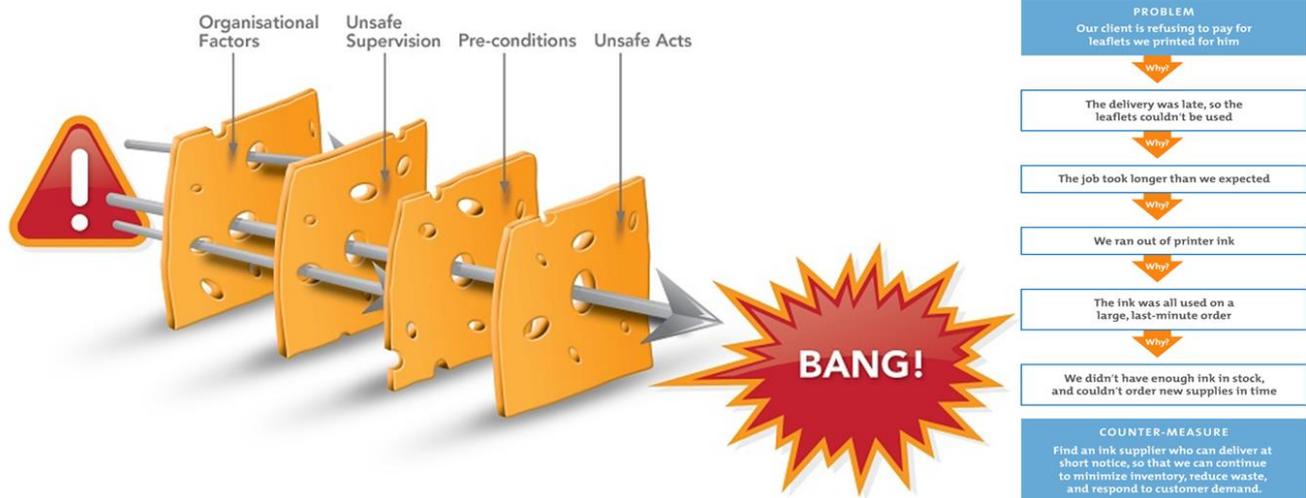
Tools: Use the correct tools for the job and don't leave tools lying around where they can fall and injure other workers.

Clean surfaces before working on them – especially remove oil.

Use a maintenance schedule – regular maintenance² and replacement schedules may prevent break-downs and reduce risk.

² For more information and 'Preventative Maintenance Tips for Forestry Machines' please click of this hyperlink: https://www.cat.com/en_US/articles/support/forestry/6-preventative-maintenance-tips-for-forestry-machines.html

ICAM and 5Why – Investigation



2018 – Business Plan Objective

With the introduction of Noggin³, PF Olsen has recognised the need to provide its staff with additional investigation tools and training. Noggin utilises two investigation processes, both of which are in common use. These are the **Incident Cause Analysis Model (ICAM)** and **5Why**, a simpler step-by-step technique used to explore the cause-and-effect relationships underlying an incident or problem.

We have also produced a ‘matrix’ to help decide when each process should be used. Our modelling indicates that we might complete one ICAM and thirty 5Why’s every three months.

Additionally, we have reviewed training providers and will soon decide on one of them to provide training courses to our selected PF Olsen staff – typically 1 or 2 in each of our business centres (branch offices). Following training, these staff will lead local investigations and support others as they undertake 5Why.

If you would like to join this training, then please register your interest with Miriam Miller by sending an email to h&s@pfolsen.com – marked ‘ICAM and 5Why Training’.

³ Noggin – is an event (incident) management system that records incident and audit data and information. <http://www.noggin.io/solutionWorkSafety>