Safety leadership and critical risk management

Administrative information

Name of IRC(s):	Forest Management and Harvesting IRC
Name of SSO:	Skills Impact
Name of Training Package(s) examined to determine change is required:	FWP – Forest and Wood Products Training Package
	BSB – Business Services Training Package
	TLI – Transport and Logistics Training Package
	AVI – Aviation Training Package

Brief description

This Case for Change demonstrates the need to review and develop new units of competency and skill sets for safety leadership and critical risk management in forestry harvesting and log haulage operations. This training package development work will ensure access to occupational standards that will support forestry businesses to embed a safety culture in the workplace and to address the Chain of Responsibility obligations under the Heavy Vehicle National Law.

The project will:

- Review and update thirty-four (34) units of competency, including core and operator units, from Certificate II and III in forestry and harvesting operations to reflect the current WHS requirements relating to:

  - Risk awareness, identification, reporting and management;

  - Obligations under the Chain of Responsibility laws, including fatigue management and other forestry and log haulage risks as identified by the Log Haulage Registered Code of Practice.

- Potentially develop one (1) unit of competency to reflect specific WHS requirements, as outlined in the Log Haulage Registered Code of Practice;

- Develop skill sets to support small and large forestry businesses organisations to embed a health and safety culture in the workplace and address Chain of Responsibility obligations. The structure of the skill sets will be determined through industry consultation and may be based on imported and native units of competency.

- Update Certificate II, III and IV and Diploma for forestry and harvesting operations to reflect imported and potentially new units for workplace health and safety.

Attachment 1 provides the full project scope, including units of competency to be reviewed and developed.

This Case for Change was developed through consultation with the Forest Management and Harvesting IRC members and industry stakeholders. The process is outlined in a subsequent section and Attachment 2. Specific skill requirements in this document have also been drawn from industry reports prepared previously through industry consultations by the Australian Forest Products Association's Health and Safety Committee.

The case for change

The forestry industry employs around 9,000 workers and has one of the highest fatality rates of all industry sectors according to Safe Work Australia. From 2003 to 2015, forty-three (43) forestry workers died as a result of work activities. The leading causes of deaths were falling objects, vehicle accidents and self-propelled parts of the equipment. In 2016, the industry also lost four (4) forestry workers in

South Australia due to a car accident and driving while fatigued was a contributing factor. Many operations and activities in forestry, including harvesting and haulage of logs, have a high-risk profile.

Among many workplace health and safety responsibilities, the industry also must meet the Chain of Responsibility requirements under the National Heavy Vehicle Law. New changes to the Chain of Responsibility Laws are due for implementation in mid-2018. Also, the industry has worked with the National Heavy Vehicle Regulator (NHVR) to develop a voluntary registered Code of Practice to address particular industry circumstances. The new Log Haulage Registered Code of Practice is being finalised and will be available to the industry in 2018.

The industry understands its legal and moral duty to ensure workers' health and safety and continuously works to enforce regulatory requirements and improve workplaces. On this basis, feedback from stakeholders and IRC members indicates that there is a need for developing skills and training products to support both small and large forestry businesses to:

- Embed a health and safety culture in the workplaces;
- Address Chain of Responsibility obligations.

Safety culture

Safety culture is described as the attitude, beliefs, perceptions, values and practices that employees share about safety in the workplace. It is the way employees are equipped with skills and knowledge to do their work regarding safety.

Safety attributes need to be demonstrated at all levels of the forestry business operations, by both operators and management.

Operator level

Industry stakeholders ascertain that it is essential for all forestry operators to understand, identify and manage risks related to the operation, among other WHS requirements, to develop and maintain safe workplaces. Thus, all forestry operators should be able to, noting that the list is not complete:

- Confirm, identify and report health and safety risks of operation;
- Understand health and operational hazards or risks related to the operation and factors that can change or introduce new hazards or risks;
- Demonstrate knowledge of industry-accepted work health and safety risk control measures and legal obligations;
- Apply risk control measures in line with standard operating procedures, site operational plan, legislative requirements and industry standards to eliminate or minimise risks;
- Identify and follow emergency plan procedures in the event of an emergency;
- Understand industry-accepted warning signs, their correct positioning, vehicle-to-vehicle communication systems and procedures to maintain communication and work safety during the operation.

The industry has identified the need to review all units of competencies from Certificate II and III in forestry and harvesting operations that relate to WHS and operator's skills and update them by embedding the current WHS requirements. Attachment 2 lists the units of competency (34), which need to be reviewed and improved as part of this project.

Note that an additional twenty-four (24) units will also be reviewed as part of the New Harvesting Technologies Project. New Harvesting Technologies is listed as Priority 1 in the 2018-2021 Forest Management and Harvesting IRC Skills Forecast and Proposed Schedule of Work. The review of these units (refer to Attachment 3) will be conducted from the perspectives of both projects.

<u>Management level</u>

At the management level, the industry identifies the following skill requirements as supporting a safety culture:

- Lead workplace health and safety including development and implementation of WHS management system, policies and procedures, risk identification and management, management of critical incidents, rehabilitation, continuous improvement of WHS management system and management of organisational change;

- Communicate and engage teams in workplace health and safety including management of WHS consultation and participation, WHS management of contractors and conflict management.

The complexity of above safety leadership capabilities will vary between small and large forestry organisations.

A preliminary analysis of the training packages indicates that there are units of competency from a range of qualifications and training packages that cover most of the safety leadership skills and knowledge requirements. These training package components include BSB51315 Diploma of Work Health and Safety, BSB60615 Advanced Diploma of Work Health and Safety and other related units of competencies as referenced in Attachment 4.

While the IRC and industry stakeholders agree that duplication should be avoided in training packages, the following activities are proposed for the project:

- A thorough content analysis of existing WHS units of competency from a range of related training packages to determine their value and suitability for use in the forestry industry at different organisational levels;

- Development of skill sets for both small and large forestry organisations, incorporating existing WHS units of competency that can benefit the industry.

Chain of Responsibility

The IRC indicates that skills needs are also related to the implementation of requirements set out by the Chain of Responsibility (CoR) Law, including fatigue management and the new Log Haulage Registered Code of Practice.

The Code of Practice is designed for log haulage operations and covers risks related to loading, log restraint, rollover prevention, unloading and safe driving practices. The Code's requirements could be embedded in the units of competency for log haulage operator together with the other elements of safety culture. However, industry stakeholders may determine during the review that new units of competency are needed.

It has been found that the Transport and Logistics Training Package covers fatigue management through a number of units of competency. However, industry stakeholders have proposed that a thorough content analysis needs to be conducted to determine whether these units are suitable to particular circumstances in the forestry industry. Note that the industry is currently developing fatigue management guides for log haulage operators.

Industry support for change

The Forest Management and Harvesting IRC has overseen the development of this Case for Change and contributed with considerable feedback during the IRC meetings in March 2018 and November 2017 and on the draft versions of the document.

The document also includes feedback from industry consultations. The process involved news alerts, online survey and project communication via industry networks. The list of contributing stakeholders, as opposed to consulted stakeholders, is provided in Attachment 2.

Information in this Case for Change also draws on industry documentation on safety skills requirements developed by the Australian Forest Products Association's Health and Safety Committee through industry consultations.

Project consultation plan

The Forest Management and Harvesting IRC has proposed and agreed on the following project consultation plan:

- A Technical Advisory Committee (TAC) will be established for providing technical expertise and guidance to the project during its development stage. Companies suggested to be part of the TAC are provided in Attachment 5;
- Projects updates will be published on the Skills Impact webpage and via news alerts and industry newsletters;
- Two (2) sessions of broad industry consultation will be held on the draft and final draft units and skill sets via online surveys;
- Further project updates and input sessions will be provided during relevant industry events.

Note that consultations with the Timber and Wood Processing IRC and Timber Building Solutions IRC will be sought during the project as changes in the core units of competency proposed for review may have subsequent impacts on the whole forest and wood products industry.

Implementing the COAG Industry and Skills Council (CISC) reforms for Training Packages

Priority: Obsolete qualifications removed from the system

Preliminary analysis conducted for this project has not identified obsolete training package components that could potentially be removed from the system.

Priority: More information about industry's expectations of training delivery is available to training providers to improve their delivery and to consumers to enable more informed choices

As part of the project, the FGH IRC will also seek to identify industry's expectations of training delivery and information will be presented in the FWP Training Package Companion Volume and Implementation Guide for training providers to improve their delivery.

Priority: The training system better supports individuals to move more easily between related occupations

The project will consider the review of units of competencies that are native to other training packages for their potential adoption into the forest management and harvesting qualifications. If through consultation these units are considered appropriate for the industry needs, the project will be able to address to some extent this priority for efficiency in the training packages and portability of skills when individuals move between related occupations.

Priority: Improved efficiency of the training system through units that can be owned and used by multiple industry sectors

Preliminary analysis indicates that other industry sectors may not use the new training package components proposed for developed. They are highly specialised for the forest management and harvesting operations.

Priority: Foster greater recognition of skill sets

The industry has a growing interest in flexible training options, including the provision of specific skill sets rather than completion of a full qualification. The industry is likely to advise on the development and use of new skills sets.

This Case for Change was agreed to by the Forest Management and Harvesting IRC

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Name of Chair	Stacey Gardiner 5

Signature of Chair

Date	

Attachment 1

Scope of project

The project is expected to start in 2018-2019 and will be completed in 12 months from its approval. Based on previous experience, the project should allow sufficient time for engaging industry stakeholders with the project. This process is often lengthy and laborious, and the project outcomes depend on industry participation.

The project will potentially:

- Develop about three skill sets for safety leadership (addressing small and large forestry businesses) and fatigue management;

- Develop one unit of competency addressing requirements of Log Haulage Registered Code of Practice;

- Review 34 units of competency from Certificate II and III in Harvesting and Haulage and Certificate II and III in Forest Growing and Management:

    FWPCOR2205- Follow WHS policies and procedures

    FWPCOR3201- Implement safety, health and environment policies and procedures

    FWPCOR4201- Monitor safety, health and environment policies and procedures

    FWPCOT2220- Select trees for tending operations

    FWPCOT2228- Store materials

    FWPCOT2233- Navigate in forest areas

    FWPCOT3202- Navigate in remote or trackless areas

    FWPCOT3253- Convert timber residue into products for further use

    FWPCOT3259- Operate a four wheel drive on unsealed roads

    FWPCOT3260- Recover four wheel drive vehicles

    FWPFGM2201- Collect seed

    FWPFGM2202- Prepare seedbed

    FWPFGM2203- Plant trees by hand

    FWPFGM2204- Plant trees mechanically

    FWPFGM2205- Prune trees

    FWPFGM2206- Collect data or samples for assessment

    FWPFGM2207- Undertake brushcutting operations

    FWPFGM2209- Cut, sort and set cuttings

    FWPFGM2211- Detect fires

    FWPFGM2212- Graft cuttings

    FWPFGM2213- Process seed

    FWPFGM2214- Maintain visitor sites

    FWPFGM2215- Measure trees

    FWPFGM3201- Manage seed collection

    FWPFGM3202- Extract seed

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[FWPFGM3203- Conduct an instrument survey](#)

[FWPFGM3206- Plan and implement non-commercial thinning operations](#)

[FWPFGM3207- Coordinate stem improvement](#)

[FWPFGM3210- Patrol forest](#)

[FWPFGM3211- Manage coppice stems](#)

[FWPFGM3214- Operate a four wheel drive in a towing situation](#)

[FWPFGM3215- Perform complex 4x4 operations](#)

[FWPHAR2205- Conduct mobile splitting operations](#)

[FWPHAR3213- Conduct mechanically assisted tree falling operations](#)

Attachment 2

Additional units to be reviewed as part of the New Harvesting Technologies Project

New Harvesting Technologies is listed as Priority 1 in the 2018-2021 Forest Management and Harvesting IRC Skills Forecast and Proposed Schedule of Work. The review of these units will be conducted from the perspectives of both projects.

FWPCOT2236- Fall trees manually (basic)

FWPCOT2237- Maintain chainsaws

FWPCOT2239- Trim and cut felled trees

FWPCOT3221- Rehabilitate tracks, quarries and landings

FWPCOT3238- Operate a pole saw

FWPCOT3250- Prepare timber to meet import/export compliance requirements

FWPCOT3252- Use environmental care procedures to undertake fire salvage operations

FWPCOT3254- Implement environmentally sustainable work practices in the work area/work site

FWPCOT3256- Apply biodiversity protection principles

FWPCOT3258- Comply with soil and water protection

FWPCOT3261- Transport forestry logs using trucks

FWPCOT3262- Transport forestry produce using trucks

FWPFGM2210- Implement animal pest control procedures

FWPFGM3209- Construct and maintain forest roads and tracks

FWPFGM3212- Fall trees manually (intermediate)

FWPFGM3213- Fall trees manually (advanced)

FWPHAR2206- Operate a mobile chipper/mulcher

FWPHAR2207- Trim and cut harvested trees

FWPHAR3215- Operate a heavy production mobile chipper

FWPHAR3220- Harvest Trees Manually (Intermediate)

FWPHAR3221- Harvest trees manually (advanced)

FWPHAR2203- Hook up felled logs using cables (choker)

FWPHAR2204- Perform landing duties (chaser)

FWPHAR3201- Monitor log recovery (rigging slinger)

Attachment 3

Stakeholder organisations consulted during the course of this review

Note that the list below contains only organisations who were consulted during various stakeholder / industry groups meetings or responded to the survey for this Case for Change. It does not include organisations who received news or news alerts about this Case for Change.

Organisation Name	State
Albany Plantations	WA
Artec	TAS
Australian Bluegum Plantations	WA
Australian Forest Contractors Association	National
Australian Forst Products Association	National
Borg Manufacturing	NSW
CFMEU FFPD	National
Dale and Meyers Operations	QLD
Forest and Wood Products Association	National
Forest Products Commission WA	WA
Forestry Corporation NSW	NSW
Forestry Industry Council	NSW
Forestry SA	SA
Forico	TAS
Green Triangle Forest Products	SA
Hancock Victorian Plantations	VIC
HQ Plantations	QLD
Hume Forests	NSW
Hyne Timber	NSW, QLD
Kevin Morgan Group	TAS
Midway Plantations	VIC
Murray Training	VIC
NSFP Smartfibre	TAS
One Forty One	SA
Parkside Timber	QLD
PF Olsen	VIC, TAS, NSW, WA, SA
Recon Forestry	VIC
SFM Environmental Solutions Pty Ltd	TAS
Sustainable Timber Tasmania	TAS
Timber and Building Materials Association	National
Tafe NSW	NSW
Tasmanian Safety and Training Services	TAS

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Organisation Name	State
TasTAFE	TAS
Technical Forest Services	TAS
Timberland Pacific	TAS
VicForests	VIC
Woodstock	TAS
WorkSafe Tasmania	TAS

Attachment 4

Units of competency from other training packages related to the project scope

1. **Lead workplace health and safety**

   WHS management system, policies and procedures

BSBWHS506- Contribute to developing, implementing and maintaining WHS management systems

BSBWHS405- Contribute to implementing and maintaining WHS management systems

PUAWER003B- Manage and monitor workplace emergency procedures, equipment and other resources

FWPCOR4201 - Monitor safety, health and environment policies and procedures

BSBWHS409- Assist with workplace monitoring processes

BSBWHS509- Facilitate the development and use of WHS risk management tools

BSBWHS507- Contribute to managing WHS information systems

BSBWHS402- Assist with compliance with WHS laws

   Risk identification and management

BSBWHS404- Contribute to WHS hazard identification, risk assessment and risk control

BSBWHS504- Manage WHS risks

BSBWHS508- Manage WHS hazards associated with plant

BSBWHS503- Contribute to the systematic management of WHS risk

BSBWHS410- Contribute to work-related health and safety measures and initiatives

   Emergency procedures

PUAWER002B- Ensure workplace emergency prevention procedures, systems and processes are implemented

BSBWHS510- Contribute to implementing emergency procedures

TLIF4007 Implement and coordinate accident-emergency procedures

   Critical incidents

CHCFAM504C- Respond to and contain critical incidents

BSBWHS406- Assist with responding to incidents

HLTAID003 Provide first aid

HLTAID008 Manage first aid services and resources

HLTAID006 Provide advanced first aid

BSBWHS505- Investigate WHS incidents

PUALAW002B Conduct initial investigation at incident scene

   Rehabilitation

BSBHRM509- Manage rehabilitation or return to work programs

BSBWHS407- Assist with claims management, rehabilitation and return-to-work programs

   Continuous improvement of WHS Management System

BSBMGT516- Facilitate continuous improvement

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BSBMGT403- Implement continuous improvement

BSBWHS606- Conduct a WHS audit

BSBWHS604- Evaluate the WHS performance of organisations

BSBINN601- Lead and manage organisational change

2. Communicate and engage teams in workplace health and safety

BSBWHS403- Contribute to implementing and maintaining WHS consultation and participation processes

BSBWHS502- Manage effective WHS consultation and participation processes

BSBWHS408- Assist with effective WHS management of contractors

BSBWRK510- Manage employee relations

BSBWOR502- Lead and manage team effectiveness

BSBLDR502- Lead and manage effective workplace relationships

BSBLDR501- Develop and use emotional intelligence

BSBMGT502- Manage people performance

BSBATSIL503- Manage conflict

BSBMGT401- Show leadership in the workplace

TAEDEL401A- Plan, organise and deliver group-based learning

3. Fatigue Management

TLIF0005 Apply a fatigue risk management system

TLIF0006 Administer a fatigue risk management system

TLIF0007 Manage a fatigue risk management system

TLIF2010 Apply fatigue management strategies

TLIF3063 Administer the implementation of fatigue management strategies

TLIF3089 Implement fatigue management policies and procedures for rail infrastructure

TLIF4064 Manage fatigue management policy and procedures

AVIF2020 Employ fatigue risk management practices in an aviation workplace

AVIF0005 Implement aviation fatigue risk management processes

TLIF0002 Administer chain of responsibility policies and procedures

TLIF0001 Apply chain of responsibility legislation, regulations and workplace procedures

TLIF0003 Develop and implement policies and procedures to ensure chain of responsibility compliance

Attachment 5

Stakeholder organisations proposed for the Technical Advisory Committee (TAC)

Organisation Name	State / Region
Sustainable Timbers Tasmania	TAS
Forestry Corporation of NSW	NSW
OneFortyOne Plantations	SA
Forest Products Commission WA	WA
Midway Ltd	VIC, NSW, NT
Hancock Queensland Plantations	Qld
GMT Logging	Qld
Harvestco	SA Vic
Australia Forest Contractors Association	National
Central Queensland University	SA, WA, QLD
Australia Forest Products Association Safety Sub-committee	National
Forest and Wood Products Association	National