

International  
Workshop on  
Safety-II in  
Practice

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# Learning From Work-as-Done in New Zealand Logging Crews



[www.leading-safety.co.nz](http://www.leading-safety.co.nz)

# Background

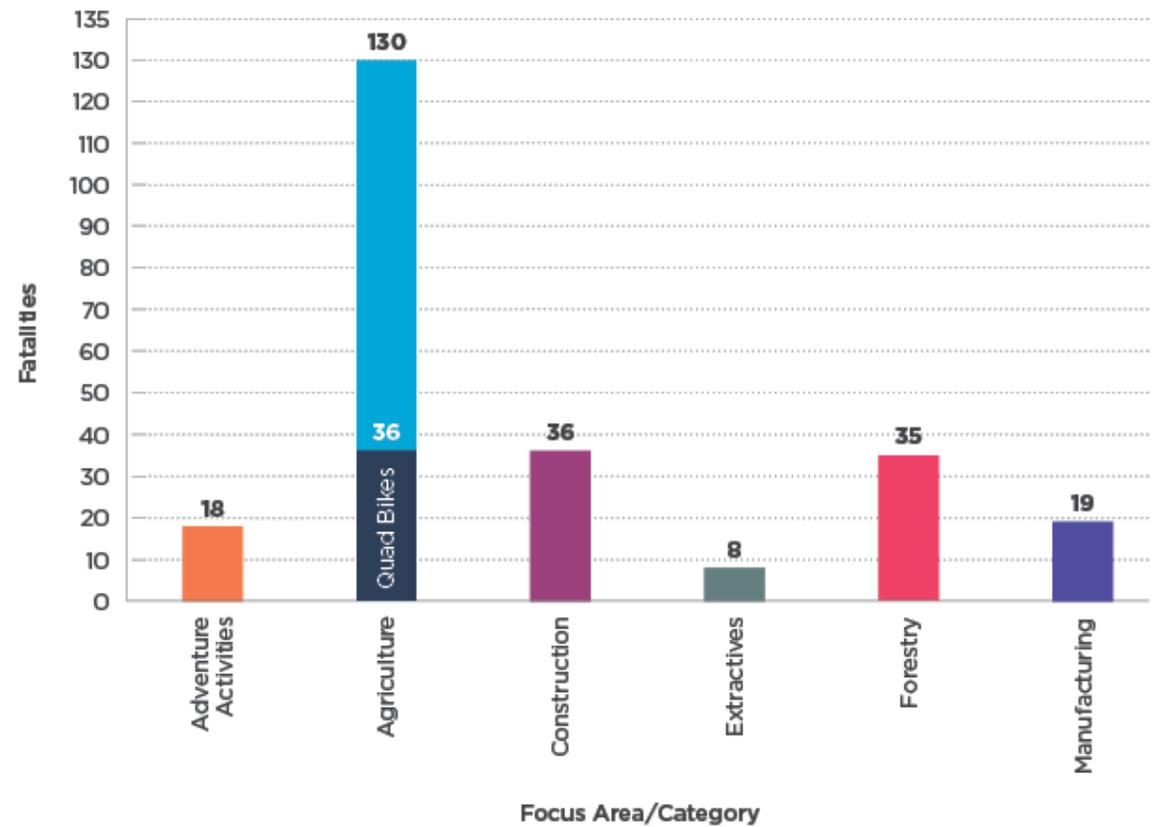
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Forestry is New Zealand's fourth biggest export after tourism, dairy and meat



# Forestry Fatalities 2011 - 2018

Workplace fatalities by focus area (2011-2018\*)



# Response To Fatalities

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## Fix the failures

- Independent Forestry Review
- Increase mechanisation
- Increase regulation
- Increase certification
- Improve access to information: SafeTree



“In order to achieve a state of safety - we need to understand what happens when things go well. We need to understand the nature of everyday performance variability. Indeed, even when we notice that something has gone wrong, we should realise that it probably has been done many times before (and will be done many times again) and that it usually has gone right - and will go right.”

(Erik Hollnagel)



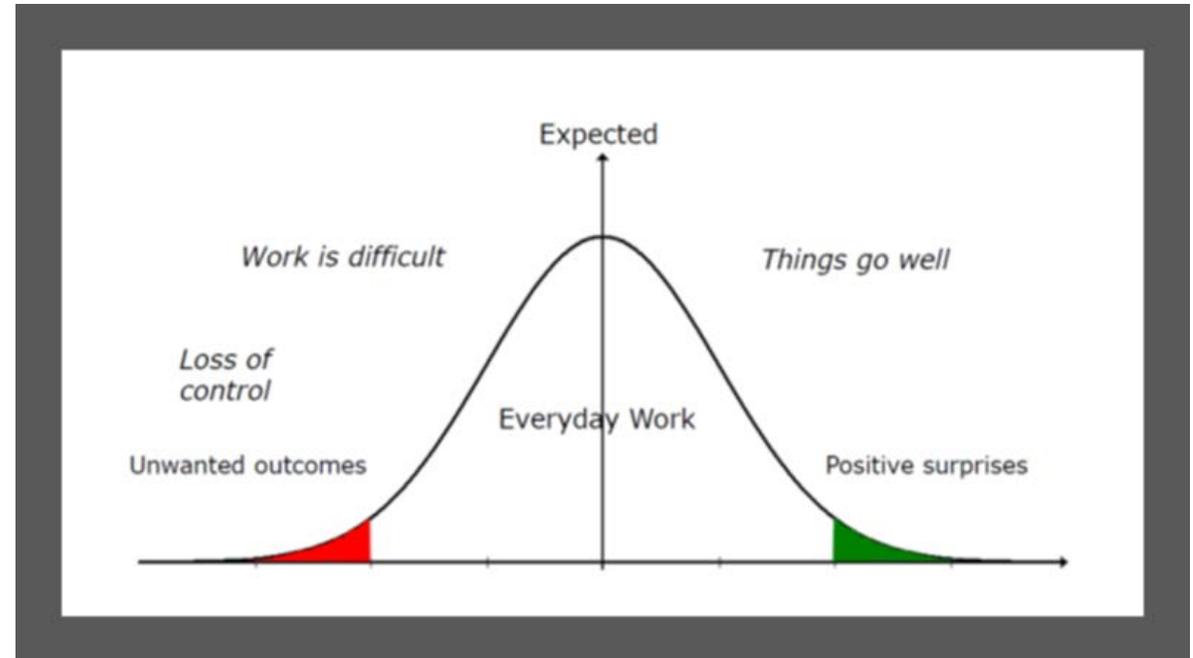
# Everyday Work Learning Teams

## Objective:

To describe, and gain an understanding of, everyday work or work-as-done, as opposed to work-as-imagined

## Guiding principle:

There is as much value learning from 'what goes right' as 'what goes wrong'



# Process

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4 facilitated *Everyday Work Learning Teams* with Hancock Forest Management's harvesting crews working in the Tiaki Forest Estate, held at Kawerau Fire Store

Discussions focused on:

*Good practices:* Things that support good work

*Dependencies:* Things you've got to have to get the work done

*Sensitivities:* Things that make work easy or difficult



# No Surprises

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Working well is dependent on:

- Having experienced, knowledgeable people
- Access to fit for purpose and well-maintained gear
- Open, honest communication within the crews and across the operations e.g. trucking, engineering (both at tailgate meetings and during the day)
- Good planning



# Emerging Themes

- Inclusive, visible and approachable leadership
- Trust, respect and confidence
- Teamwork, common goal and collaboration
- Cross functional knowledge and skills
- Work practices



# Work Practices: Resilience Potentials

- **Responding:** Stopping to assess the risk, adapting the plan and reallocating the crew, when conditions change
- **Monitoring:** Monitoring the cut wood to ensure there is a buffer of 3 days' supply of wood cut at any stage
- **Learning:** Reviewing the day's activities at the end of each day, to identify anything that needs to be dealt with in preparation for the next day
- **Anticipating:** Anticipating when the work may get difficult and planning for it



# Reflections

- To date, audits have been used in forestry as the main method to provide assurance that risks are identified and managed
- A focus on the positive and everyday work provided insights that the auditing process would not identify
- These insights will be used to support forestry crews working in other forest estates
- Hancock Forest Management will adopt Everyday Learning Teams as a learning process to identify work practices that support positive outcomes and will explore the value of the 4 resilience potentials to develop a functional safety net for their forestry operations



Thanks to all the  
crews that so  
willing shared their  
work-as-done

