



Conservation and
Land Management

~ RATEABATORS ~



"YOU'RE PROBABLY WONDERING WHY I ASKED YOU HERE TODAY...."

PERTH DISTRICT CONTINUOUS IMPROVEMENT

TEAM REPORT 9/93

"RATEABATORS"

TEAM MEMBERS:-

GEOFF HARNETT	-	NATIONAL PARK RANGERS
TONY LLOYD	-	AWU - YANCHEP & WORKSHOP
GARY HARTNETT	-	CSA - STAFF
MARILYN RAMSAY	-	CLERICAL STAFF
LEON GRIFFITHS	-	CSA - STAFF
TONY DEHNEL	-	AWU - WANNEROO

TEAM LEADER:-

CLAYTON SANDERS	-	WANNEROO
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FACILITATOR:-

BRUCE HARVEY	-	SWAN REGION
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GUIDANCE TEAM:-

ALAN BRIGGS	-	DISTRICT MANAGER
TYM DUNCANSON	-	A/DISTRICT MANAGER
RON SHIMMON	-	SENIOR RANGER
JOHN McKENZIE	-	SENIOR OPERATIONS OFFICER
PAT CLEARY	-	ADMINISTRATION OFFICER

STEERING TEAM:-	CALM SAFETY COUNCIL
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OPERATIONS FLOW CHART

TRAIN ALL PERSONNEL IN ITS USE.

IN DEVELOPING SOLUTIONS TO THE CAUSES OF OUR CURRENT PROBLEM THE TEAM DEVELOPED AN IMPROVED FLOW CHART FOR ALL OPERATIONS. THE AIM WAS TO BUILD IN PREVENTATIVE MEASURES BEFORE IMPLEMENTATION OF THE TASK AND TO FOLLOW THE

P. D. C. A.

APPROACH ie. PLAN/DO/CHECK/ACT. RATEABATORS BELIEVE THE CONTINUAL USE OF THIS STEP BY STEP PROCESS IS A KEY TO THE ACHIEVEMENT OF OUR MISSION.

"RATEABATORS"

GROUND RULES

TIME	09.00 TO 1200
PROMPTNESS	ON TIME
EXTENSIONS	AGREE AT START OF MEETING
ISSUES	AS PER ACTION SHEET
ROTATION OF DUTIES	STAY AS IS
ATTENDANCE	COMPULSORY FROM 15/7
QUORUM	6 AT LEAST
APOLOGIES	TO LEADER
EVEN PARTICIPATION	INDICATE BY HAND
CONSENSUS	ACCEPTED BY ALL
ACTION STATEMENT	AT END OF MEETING
REST BREAK	HOURLY
INTERRUPTIONS	NONE - EMERGENCY ONLY

<u>ACCEPTABLE ATTITUDES</u>	1	DON'T TALK OVER OTHERS
	2	NO PERSONAL ATTACKS
	3	POSITIVE ATTITUDES ALWAYS

QUALITY IMPROVEMENT 8-STEP PROCESS

1. **THE PROBLEM.**
2. **THE MISSION, TEAM COMPOSITION,
" PARAMETERS.**
3. **OBSERVE THE CURRENT SITUATION**
Clarify what is currently happening.
Display, document the current process.
Who are all the customers, suppliers? - SIPOC diagram.
How are they currently being affected?
4. **ANALYSE THE DATA FOR MAJOR CAUSES.**
Identify root causes & verify with data.
Cause & effect analysis.
Select root causes with greatest possible impact on the problem (pareto).
5. **PLAN SOLUTIONS TO MAJOR CAUSES.**
Develop potential solutions.
Evaluate potential solutions.
Develop an action plan.
Plot the solutions on a small scale & PDCA.
6. **CHECK RESULTS OF ACTIONS.**
Confirm improvement.
Compare data before & after.
7. **STANDARDISE THE SOLUTIONS.**
Implement a standard process to prevent the problem and its causes recurring.
8. **REVIEW, CONCLUDE, PLAN FOR FUTURE.**
Review the procedure.
Plan for the future.
Evaluate the need for ongoing activity by this team.

PROBLEM:

PERTH DISTRICT EXPERIENCED AN INCREASE
IN THE NUMBER OF SERIOUS INJURY ACCIDENTS
DURING THE PAST 6 MONTHS.

LTA & MTA FREQUENCY RATE FOR LAST 12 MONTHS

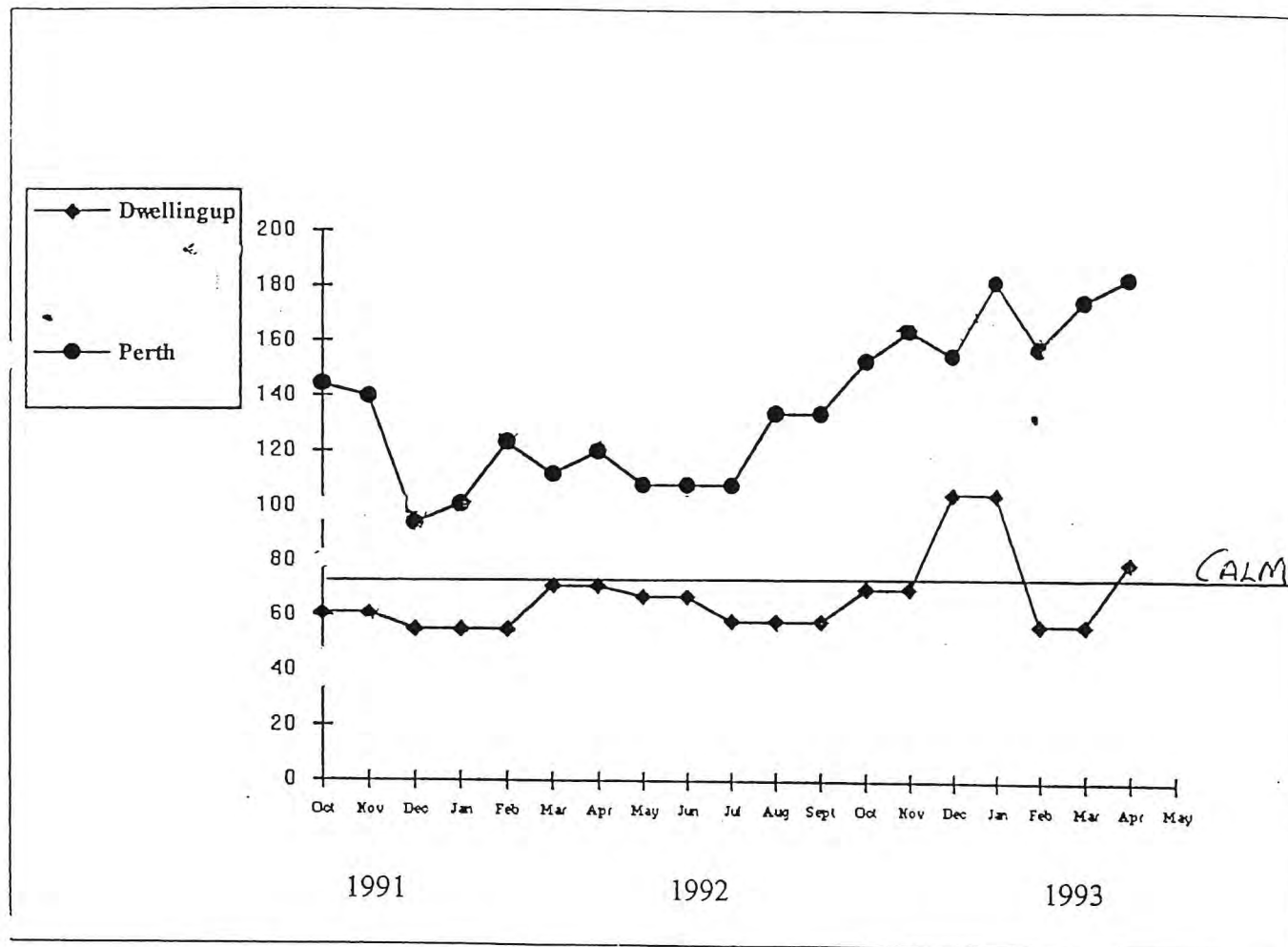


FIGURE 1

MISSION STATEMENT

TO ANALYSE THE CAUSE OF ACCIDENTS OVER THE PAST 5 YEARS
AND RECOMMEND SOLUTIONS TO REDUCE THE ALL ACCIDENT
FREQUENCY RATE BY HALF IN 12 MONTHS AFTER THEIR
IMPLEMENTATION AND TO MAINTAIN IMPROVEMENT.

THE CURRENT SITUATION

DATA COLLECTED INCLUDED:

- A) HEALTH AND SAFETY INDICES PERTH DISTRICT.
- B) AEROBIC FITNESS LEVELS.
- C) SWAN REGION FITNESS WORKSHOP GRAPH.
- D) QUESTIONNAIRE RESULTS.
- E) PERSONAL ACCIDENTS.
- F) DATA ANALYSIS.
- G) SICK LEAVE ACCRUAL/ACCIDENTS.
- H) FLOW CHART CURRENT OPERATIONS.

A)

HEALTH & SAFETY INDICES - PERTH DISTRICT

DURATION
RATE = $\frac{\text{NUMBER OF DAYS LOST}}{\text{NUMBER OF L.T.A.'S}}$

average days lost
per LTA

	<u>1988/89</u>	<u>89/90</u>	<u>90/91</u>	<u>91/92</u>	<u>92/93</u>
PERTH	$\frac{104}{10} = 10.4$	$\frac{86}{4} = 21.5$	$\frac{185}{8} = 23$	$\frac{20}{4} = 5$	$\frac{116}{8} = 14.5$
SWAN REGION	$\frac{595}{22} = 27$	$\frac{94}{6} = 16$	$\frac{239}{12} = 20$	$\frac{24}{6} = 4$	$\frac{375}{11} = 34.1$

WORKERS COMPENSATION PAYMENTS - PERTH DISTRICT

	<u>88/89</u>	<u>89/90</u>	<u>90/91</u>	<u>91/92</u>	<u>92/93</u>
\$,000'S	155	25	55	10	15
NO OF ACCIDENTS	39	35	20	15	18

SAFETY COSTS - \$

	PERTH DIST	SWAN REGION
89/90	20,403	60,024
90/91	19,300	66,820
91/92	27,700	78,280
92/93	28,400	90,151
PER FTE	\$378	\$429

(FTE) FULL TIME EMPLOYEE

B)

AEROBIC FITNESS LEVELS

AVERAGE AEROBIC FITNESS LEVELS (VO 2 VALUES)

AGE GROUPS

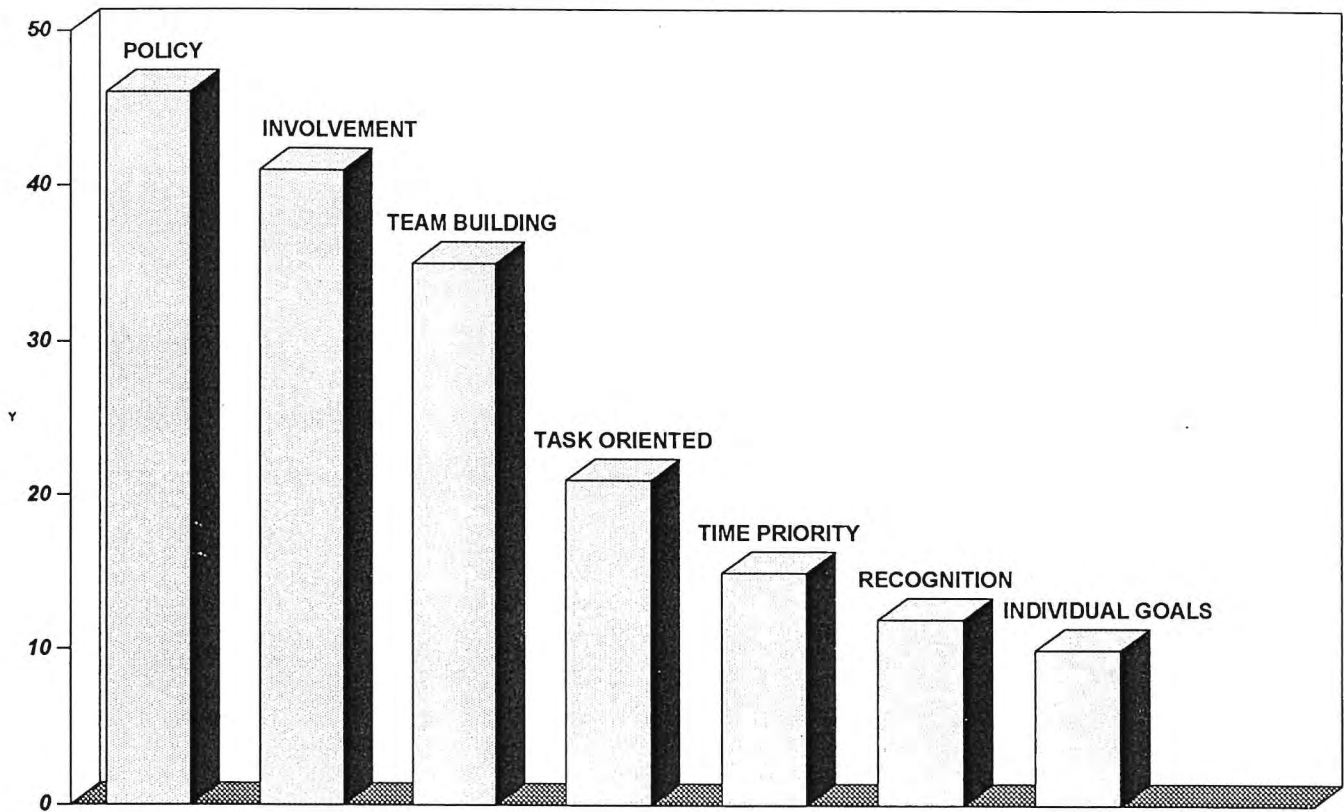
CENTRE	18-25	26-35	36-45	45-55	56-65
ARMADALE	45.9	45.8	44.8	42.5	36.0
HARVEY	47.4	38.0	39.3	37.1	41.8
WANNEROO	40.1	35.8	35.1	29.2	----
TARGET FOR FIREFIGHTERS	51.0	46.0	41.0	37.5	36.0

EXPLANATION OF AEROBIC FITNESS VO2 VALUE (SEE APPENDIX 2)

THE WANNEROO CENTRE TESTING COMPRISED MAINLY OF PERTH DISTRICT FIRE FIGHTING PERSONNEL AND THE RESULTS INDICATE AEROBIC FITNESS TO BE CONSISTENTLY LOWER THAN TARGET LEVELS FOR ALL AGE GROUPS.

C)

SWAN REGION
FITNESS WORKSHOP 2/8/93



PARETO CHART OF MAJOR ISSUES TO BE ADDRESSED

D)

PERTH DISTRICT QUESTIONNAIRE RESULTS

IN JANUARY 1993 ALL PERSONNEL COMPLETED A QUESTIONNAIRE WHICH SURVEYED A RANGE OF SAFETY MANAGEMENT ISSUES (SEE APPENDIX 1)
62% OR MORE OF ALL RESPONDEES AGREED THAT THE FOLLOWING WERE SIGNIFICANT ISSUES TO BE ADDRESSED.

IN ORDER OF PRIORITY THEY WERE:-

1. PERSONNEL REQUIRE SAFETY COORDINATOR WHO VISITS THEM REGULARLY.
2. MORALE IN THE DISTRICT WAS RATED AS LOW.
3. MORALE AFFECTS SAFETY.
4. PERSONNEL DO NOT REQUIRE PROMOTION OF SAFETY FROM OUTSIDE DISTRICT.
5. MOST PERSONNEL PERCEIVE THERE IS NO SAFETY PROBLEM.
6. COMMITTEE MEETINGS DON'T ALWAYS PRODUCE RESULTS.

IN COLLECTING OUR DATA WE THOUGHT IT IMPORTANT TO INCLUDE THE RESULTS OF A SIMILAR SURVEY CONDUCTED AT MUNDARING DISTRICT.

MUNDARING SAFETY QUESTIONNAIRE RESULTS

CONCLUSIONS

1. SAFETY NEEDS A HIGHER PROFILE IN WORKPLACE.
2. SUPERVISORS SHOULD BE PLANNING & PREPARING THEIR WORK MORE EFFICIENTLY AND GETTING OUT INTO THE FOREST TO SUPERVISE THEIR JOBS REGULARLY.
3. THE SAFETY COMMITTEE NEEDS TO BE MORE EFFECTIVE.
4. ALL EMPLOYEES SHOULD CONTRIBUTE TO AND SEE/HEAR JOB PRESCRIPTIONS.

E)

PERSONAL ACCIDENTS

PERTH DISTRICT STATISTICS WERE COMPARED WITH THOSE OF MUNDARING DISTRICT. PERTH ANALYSED LTA'S AND MTA'S ONLY WHILST MUNDARING INCLUDED ALL 1ST AID SLIPS. OBVIOUS SIMILARITIES WERE FOUND IN THE TWO SETS OF DATA.

PERTH DISTRICT STATISTICS (5 YEARS)
(1988 - 1992)(MTA'S & LTA'S)

PART OF BODY INJURED

BACK 22% HAND 15% LEG 13%

LOCATION

PLANTATION 36% NATION PARK 23% YARD/WORKSHOP 10%

TYPE OF WORK

SILVIC 30% MAN HAND 28% WORKSHOP 14%

NATURE OF INJURY

SPRAIN/STRAIN 40% CUTS 27% BITES 13%

WORK GROUP

YANCHEP GANG 32% WANNEROO GANG 29% NATIONAL PARK 26%
A.W.U. A.W.U.

MUNDARING DISTRICT STATISTICS (5 YEARS)
(1988-1992)(1ST AID SLIPS, MTA'S & LTA'S)

PART OF BODY INJURED

BACK & TRUNK 21%

LOCATION

FORESTS 41%

TYPE OF WORK

SILVICS 18%

NATURE OF INJURY

SPRAIN & STRAIN 43%

WORK GROUP

AWU 61%

E)

PERTH DISTRICT STATISTICS (1YEAR) (1992)(MTA'S & LTA'S)

PART OF BODY INJURED

BACK 35% HAND 16% LEG 10%

LOCATION

PLANTATION 25% NATIONAL PARK 18% YARDWORKSHOP 15% RESERVES 18%

TYPE OF WORK

SILVIC 12% MAN HAND 25% W/SHOP 5% RECREATION 25%

NATURE OF INJURY

SPRAIN/STRAIN 40% CUTS 23% BITES 12%

WORK GROUP

YANCHEP GANG A.W.U 37% WANNEROO GANG A.W.U. 15% NATIONAL PARK 12% WOODMAN POINT CREW 22%

A FURTHER ANALYSIS WAS CONDUCTED OF PERTH DISTRICT ACCIDENT DATA IN PAST 12 MONTHS.

F)

FURTHER DATA ANALYSED INCLUDED:-

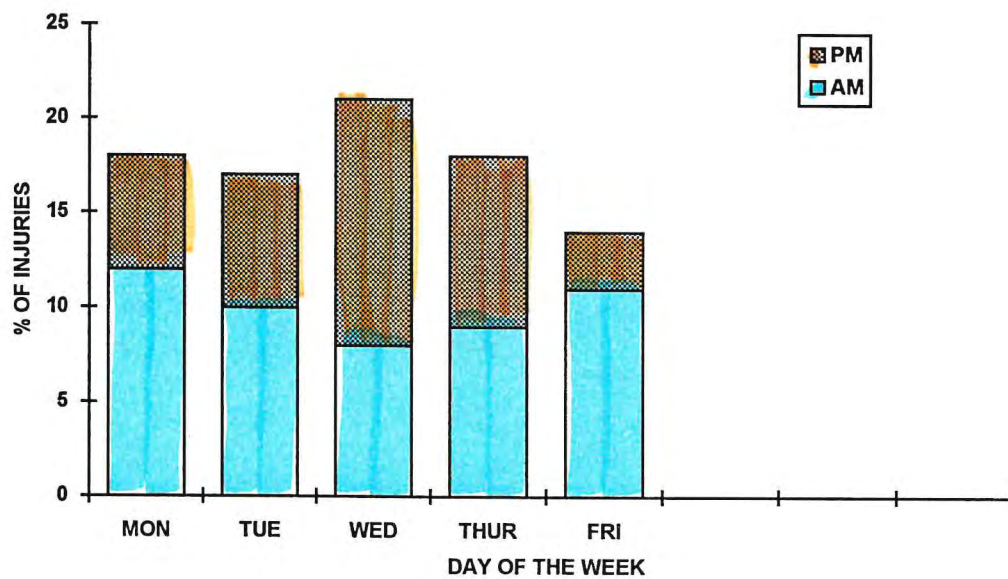
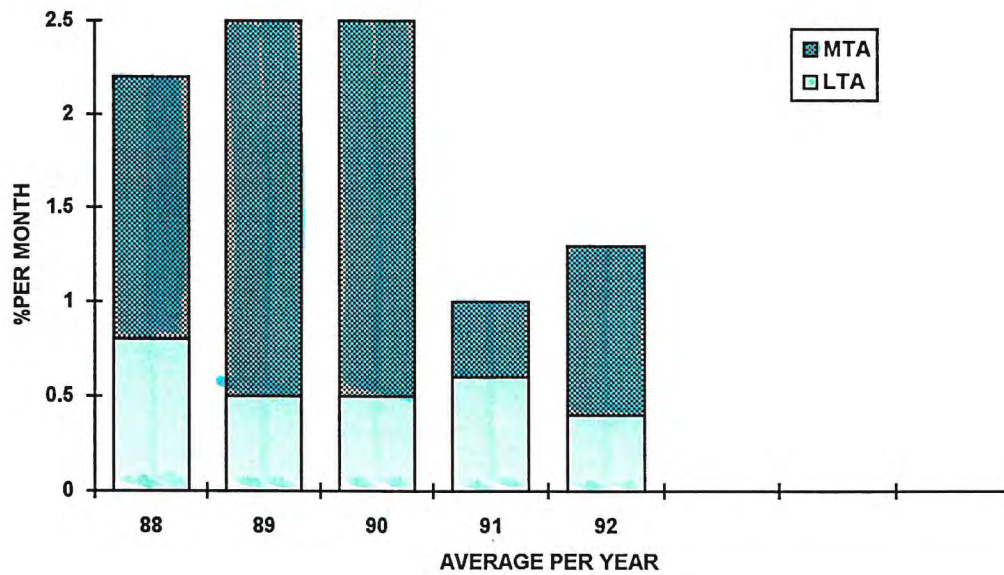
NUMBER OF LTA'S Vs NUMBER OF MTA'S EACH YEAR.

PERCENTAGE OF ACCIDENTS OCCURRING IN AM OR PM
AND ON WHAT DAY OF WEEK.

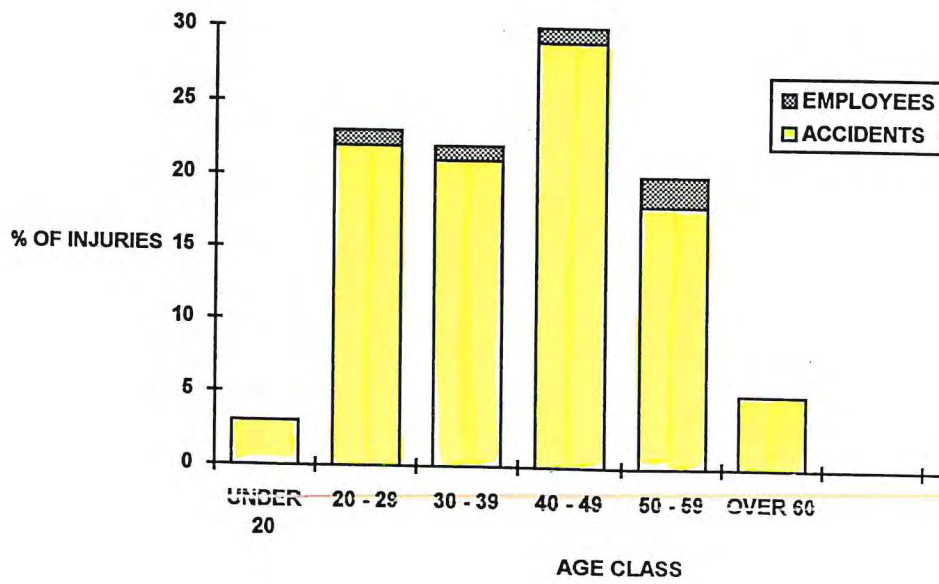
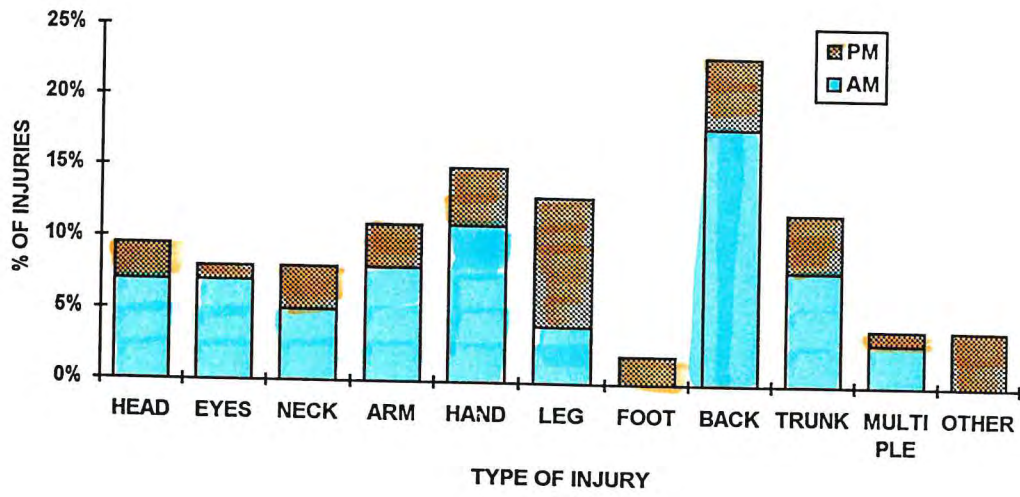
PERCENTAGE OF ACCIDENTS OCCURRING IN AM OR PM
AND PARTS OF BODY INJURED.

PERCENTAGE OF ACCIDENTS PER AGE CLASS.

WHILE THIS DATA SHOWED SOME TRENDS eg. A HIGH INCIDENCE OF BACK INJURIES OCCURRED IN THE MORNING WHILE LEG AND FOOT INJURIES OCCURRED PREDOMINANTLY IN THE AFTERNOON, IT DID NOT CLEARLY POINT TO REASONS FOR THE RECENT ESCALATION IN THE ALL ACCIDENT FREQUENCY RATE.



5 YEARS

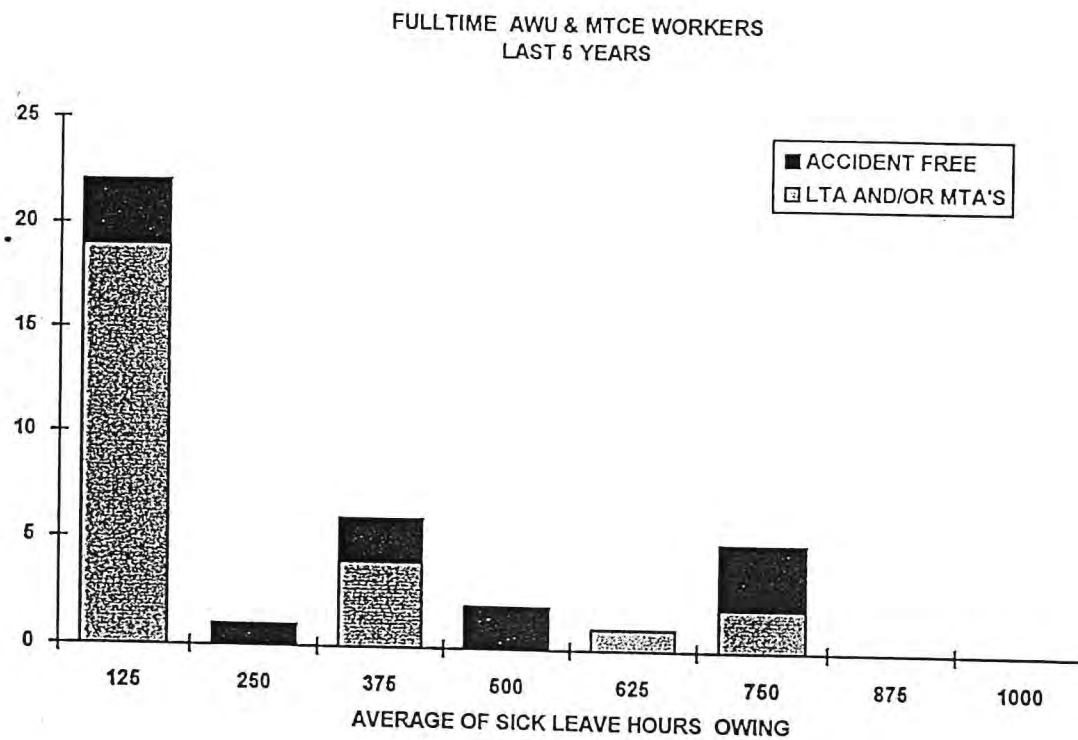


G)

THE TEAM CONSIDERED THAT AN ANALYSIS OF ACCRUED SICK LEAVE AND PERSONAL ACCIDENTS STATISTICS MIGHT PROVIDE A LEAD INTO MAJOR CAUSES: REFER TO APPENDICES 3 & 4.

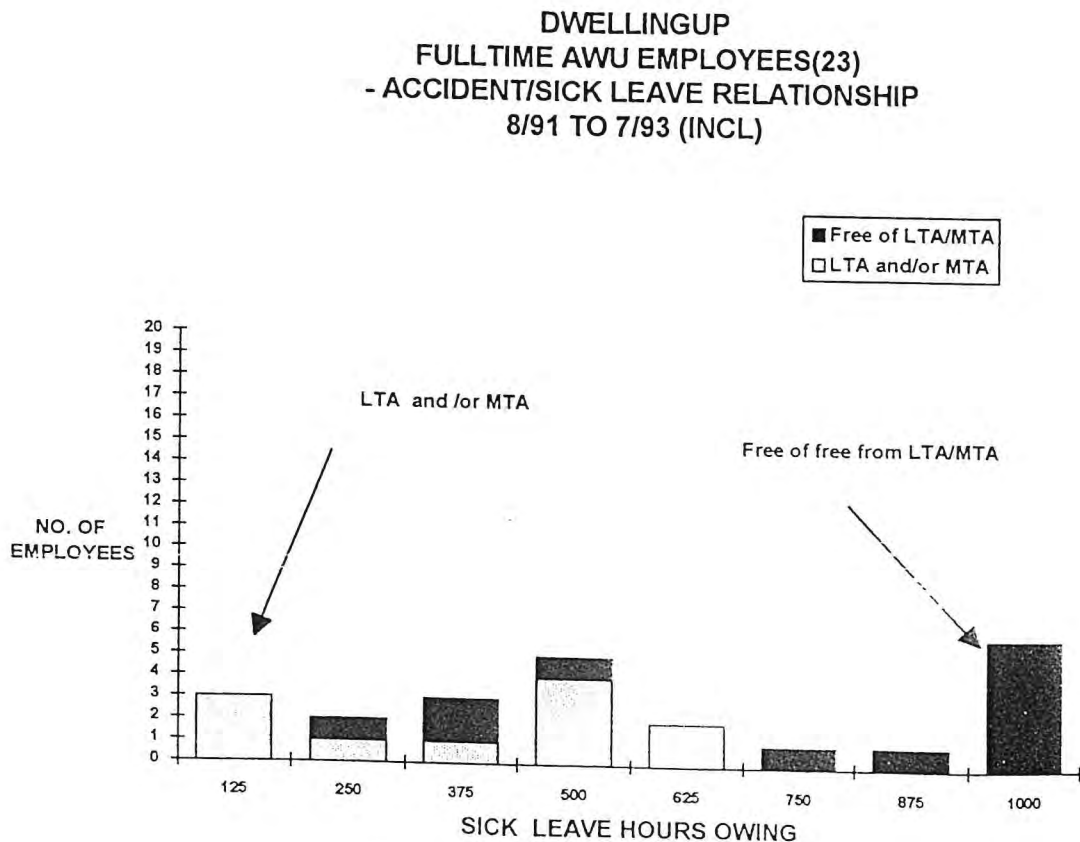
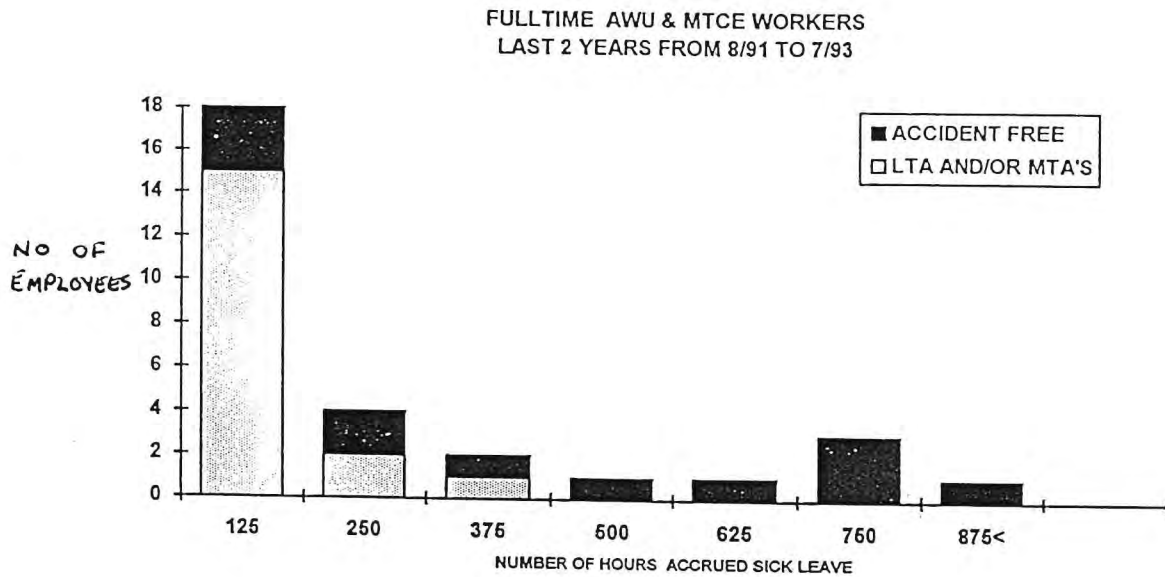
A HIGH NUMBER OF EMPLOYEES HAD LOW ACCRUED SICK LEAVE AND OF THESE A HIGH PROPORTION HAVE HAD SERIOUS ACCIDENTS IN THE PAST 5 YEARS. SEE FIGURE 2

FIGURE 2



AN ANALYSIS OF THE LAST 2 YEARS DATA WAS COMPARED WITH THAT OF DWELLINGUP DISTRICT WITH A MUCH LOWER ACCIDENT FREQUENCY RATE. (SEE FIGURE 1).

AT DWELLINGUP THERE IS A MORE EVEN DISTRIBUTION OF PERSONNEL ACROSS ACCRUED SICK LEAVE GROUPINGS.



SICK LEAVE/ACCIDENT CORRELATION

POSSIBLE REASONS FOR THIS ARE:

EMPLOYEES DON'T WANT TO BE AT WORK

EMPLOYEES NOT WANTED AT WORK

EMPLOYEES THREATENED WITH JOB LOSS

MUNDANE, BORING JOBS

LACK OF FLEXIBILITY IN WORK

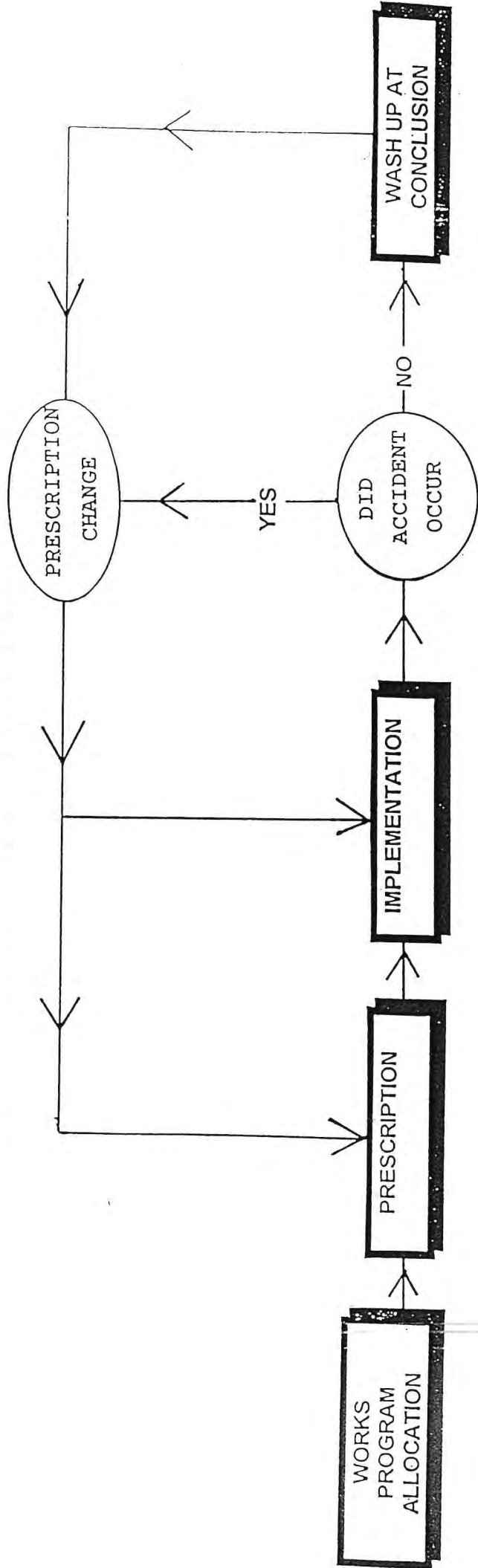
LACK OF CONFIDENCE IN MANAGEMENT

LACK OF COMMUNICATION

LACK OF FEEDBACK

BUDGETARY REASONS

FLOW CHART - CURRENT OPERATIONS



JOB OIC DRAWS
UP PREScription WITH
ASSISTANCE FROM CREW
PRESENTS TO S/F
GIVEN TO O/S
REDRAW OR AMEND
JOB OIC, O/C & CREW
PREPARE J.S.A

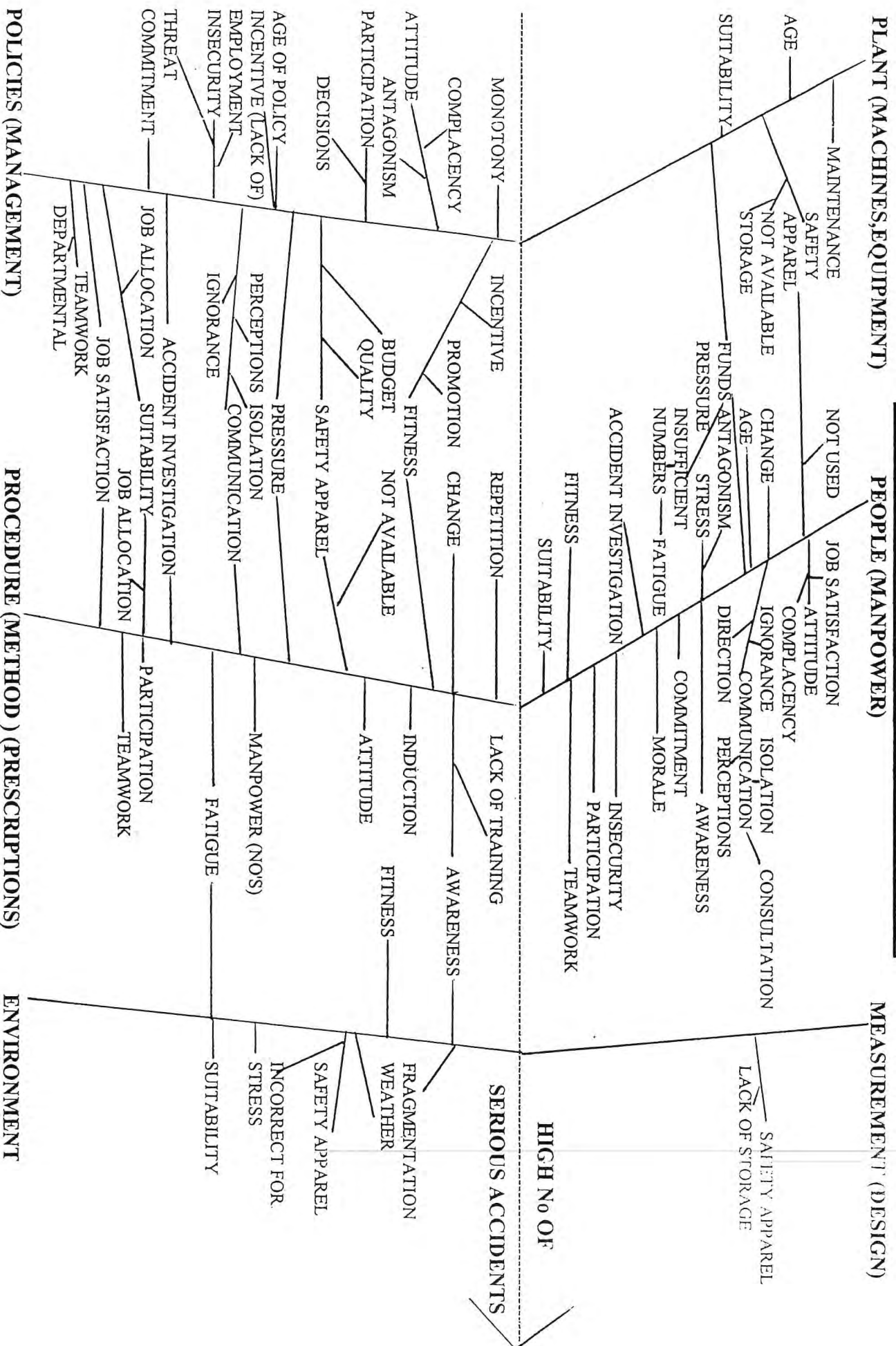
MGMT MEET
DECIDE PROGRAMME
JOB ALLOCATION
SELECTION OF
PERSONNEL JOB
OIC INITIATES

DISCUSS PREScription
& JOB J.S.A
OBTAIN EQUIPMENT
TRANSPORT TO JOB
COMMENCE

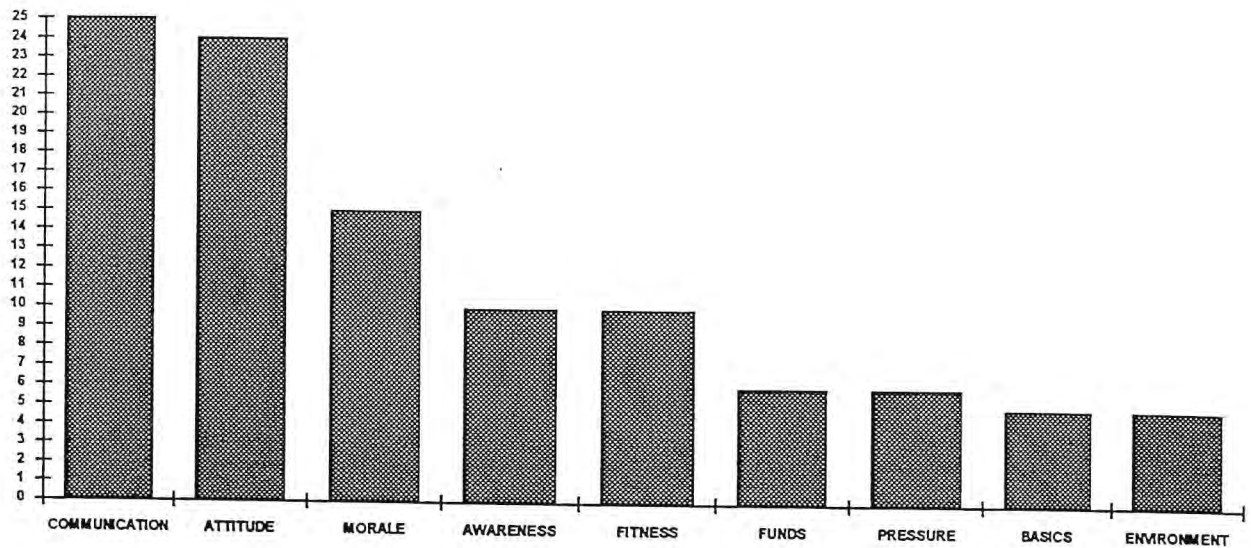
JOB FINISHED
RECOMMENDATION
IMPROVEMENTS
JOB O.I.C RECORDS
RECOMMENDS
REPORT TO MANAGEMENT

CAUSES

CAUSE AND EFFECT DIAGRAM



PARETO CHART - MAJOR CAUSES



THIS GRAPH WAS THE RESULT OF A NOMINAL GROUP VOTING PROCESS WHERE TEAM MEMBERS WERE ASKED TO VOTE FROM 1 - 5 IN ORDER OF PREFERENCE.

THE TOP FIVE CAUSES WERE ANALYSED IN DETAIL AS FOLLOWS: _

- 1. COMMUNICATION.**
- 2. ATTITUDE.**
- 3. MORALE.**
- 4. AWARENESS.**
- 5. FITNESS.**

1.

COMMUNICATION

P	PERSONNEL ARE NOT ALL BEING INFORMED -->	LACK OF
E	THE DIFFERENT WORK GROUPS HAVE PERCEPTIONS -->	TEAMWORK,
	ABOUT OTHER WORK GROUPS (NPR'S/FORESTERS/AWU)	POOR ATTITUDES
		TO EACH OTHER.
O	POOR PARTICIPATION - EMPLOYEES NOT ASKED OR	
	LISTENED TO AS TO WHAT THEY WANT TO DO -->	"NOT INTERESTED
P	OR IMPROVE eg FIELD VISITS BY SUPERVISORS	IN ME" ATTITUDE
	MANAGEMENTS ATTITUDE TO EMPLOYEES PERCEIVED	
L	FROM HEARING ONLY NEGATIVES --> POOR MORALE	AFFECTS SEVERITY
	-->	OF ACCIDENT WHEN
E	-->	EMPLOYEE INJURED
	-->	MTA --> LTA DURATION
P	JOB OIC SHOW LITTLE CARE/INTEREST -->	POOR ATTITUDE
R	INCORRECT OR POOR INSTRUCTION BY MANAGEMENT	LOW CREDIBILITY
O	eg IGNORE SAFETY HAZARD IN JSA/JOB PRESCRIPTION	POOR RESPONSE ON
C	MANAGEMENT PERCEIVED TO LOOK FOR HUMAN FAILURE	SAFETY & OTHER MATTERS
E	NOT PROCESS/SYSTEM FAILURES -->	POOR ATTITUDE
D	MANAGEMENT PERCEIVED TO FAVOUR SOME EMPLOYEES	LACK OF
U	OTHERS ALWAYS GET MUNDANE, REPETITIVE JOBS -->	INTEREST
R	WITH NO INTEREST SHOWN IN THEM -->	IN SAFETY
E		
P	LACK OF RECOGNITION TO PEOPLE IN THE WORKPLACE	POOR
	LACK OF KNOWLEDGE, INTERNALLY & EXTERNALLY OF	MORALE,
O	PERTH DISTRICTS PERSONNEL AND THEIR ACHIEVEMENTS	LOW ESTEEM
	MANAGEMENT HAVE NO POSITIVE NEWS AND RESPOND	
L	SLOWLY TO WORKERS' SUGGESTIONS; ALWAYS EXCUSES	LOW
	MANAGEMENT SUPPLY INCORRECT/INSUFFICIENT -->	CREDIBILITY
I	INFORMATION -->	
	MANAGEMENT SHOW LACK OF INTEREST IN WORKERS	LACK OF
C	-->	INTEREST IN
	-->	MGTS GOALS
Y		

2.

ATTITUDE

P	FRAGMENTED GROUPS --> LACK OF TEAMWORK IN DISTRICT-->	"THEM &
E	PERCEPTIONS OF WORK GROUPS TO EACH OTHER --> ie NPRS/FORESTERS/AWU/MGT	US"
O	DEMARCATION ISSUES - DIFFERENT ALLOWANCES -->	ATTITUDE
P	INEQUITIES - UNIFORMS/CONDITIONS -->	
L	LACK OF COMMITMENT --> POOR ATTENDANCE -->	HIGH FREQ
E	POOR ATTITUDE (SICK LEAVE, LEAVE)	OF ACCIDENTS & DURATION/ SEVERITY
P	JOB DESIGN --> TOO MUCH REPETITION -->	BOREDOM
R	--> LACK OF CHALLENGE -->	PEOPLE AT RISK
O	--> EXPOSURE TO RISK -->	TO BREAK THE
C	CHANGE IN TASK, ADDITIONAL TEAM MEMBER	BOREDOM
E	NEW JOBS, NEW DEMANDS BUT OFTEN	
D	NO 'BREAK-IN' PERIOD/WORKING-INTO PERIOD -->	INJURIES
U	PROVIDED OR COMMUNICATED	
R		
E		
S		
P	WORKFORCE PERCEIVE A LACK OF INTEREST --> IN THE JOB BY O.I.C./MANAGEMENT -->	POOR ATTITUDE
O	MANAGEMENTS ATTITUDE PERCEIVED AS POOR	LIVES AT RISK
L	AND UNCARING WHEN WORKFORCE REQUEST SAFER CONDITIONS - USUALLY "NO FUNDS" BUT MGT	
I	FINDS FUNDS FOR OTHER PURPOSES eg: COMPUTERS PAINTING OFFICE	
C	---> LOSS OF CREDIBILITY, PRIORITIES? WORKERS ON SAME JOB OVER & OVER AGAIN -->	QUESTIONING OF
Y	--> "NO HOPE" --> WORKERS SEE FAVOURITISM -->	SAFETY PRIORITY POOR ATTITUDE

5.

FITNESS

P	MENTAL FITNESS --> STRESS (EMOTIONALLY UPSET)	-->	ACCIDENTS
E	LACK OF FITNESS PREVENTS SOME FROM CARRYING OUT JOB SAFELY	-->	ACCIDENTS
O	PERSONAL AWARENESS (LACK OF) OF OWN HEALTH, & ACCEPTANCE OF FITNESS CAPABILITIES		
P	INCENTIVE (\$'S) IS THERE TO BE AT FIRES EVEN THOUGH NOT UP TO FITNESS REQUIREMENT	-->	ACCIDENTS
L	REDUCTION I WORKFORCE --> LACK OF SKILLS, FITNESS	-->	
E	RISKS	-->	ACCIDENTS
	POTENTIAL LOSS OF INCOME RESULTS IN RISK TAKING	-->	ACCIDENTS
	LACK OF RECRUITMENT AT ALL LEVELS --> AGEING WORK- FORCE --> LACK OF FITNESS FOR TASKS --> RISK TAKING -->	-->	ACCIDENTS
P	MUST CHOOSE RIGHT PERSON FOR JOB	-->	A
R	AT FIRES	-->	C
O	JOB ALLOCATION - SUITABLY FIT PEOPLE	-->	C
C	TO DO THE JOB	-->	I
E	LACK OF RECRUITMENT	-->	D
D	LACK OF YOUNG STAFF --> LESS PARTICIPATION BY OFFICERS		E
U	"ON THE JOB" --> LACK OF ON THE JOB TRAINING	-->	N
R	& PARTICIPATION	-->	T
E		-->	S
E	AT FIRES FATIGUE	-->	ACCIDENTS
N			
V	LACK OF FLEXIBILITY IN WORKING HOURS	-->	ACCIDENTS
I			
R	HEAT STRESS	-->	ACCIDENTS
O			
N	SUITABILITY FOR CONDITIONS		
M			
E	(OUT OF COMFORT ZONE) -->	-->	ACCIDENTS
N			
T	KNOWLEDGE OF AREA		
P	LACK OF FLEXIBILITY IN WORKING HOURS		
O	LONG HOURS (SHIFTS) AT FIRE EMERGENCIES		
L	STRESS MANAGEMENT/RELEASE AWAY FROM FIRE FRONT		
I	MANAGEMENT SHOULD NOT ALLOCATE FIRE EMERGENCY		
C	WORK TO 'UNFIT' PERSONNEL -- LEGAL IMPLICATIONS		
I	OPTIONAL FITNESS PARTICIPATION		
E	NON-PARTICIPATION IN PROGRAMME	-->	ACCIDENTS
S			

SOLUTIONS TO CAUSES

THE TEAM ADDRESSED ALL ISSUES LISTED IN THE 5 MAJOR CAUSES TO PROVIDE THE FOLLOWING RECOMMENDATIONS:

1. MANAGERS TO FOLLOW "PRINCIPLES OF QUALITY LEADERSHIP." (Appendix V)
2. DISTRICT MANAGER TO INFORM ALL PERSONNEL OF ORGANISATION STRUCTURE SO THAT LINES OF COMMUNICATION ARE CLEARLY UNDERSTOOD.
3. INFORMATION SESSIONS (QUARTERLY, DURATION 1 DAY) AND ENCOURAGE SOCIAL INTERACTION - PRODUCE TEAMWORK.
4. PRODUCE A DISTRICT NEWSLETTER FOR ALL PERSONNEL AND FOR REGIONAL DISTRIBUTION WHICH PROVIDES INDIVIDUAL AND GROUP RECOGNITION.
5. ENSURE CALENDAR OF MEETINGS IS FOLLOWED - NECESSARY POSTPONEMENTS MUST BE RESCHEDULED TO WITHIN 7 DAYS.
6. PROGRAM LEADERS SHOULD MEET REGULARLY WITH THEIR RESPECTIVE TEAM AND FOSTER TEAMWORK.
7. SAFETY COMMITTEE REPS TO CHECK AND APPROVE ALL NEW AND REDRAWN JOB PRESCRIPTIONS AND JSA'S AND DISCUSS AT NEXT MEETING.
8. ALL EXISTING PRESCRIPTIONS AND JSA'S NEED APPROVAL AT SAFETY COMMITTEE AS APPROPRIATE/NEEDED - SHOULD BE IDENTIFIED AT WORKS PLANNING MEETING.
9. ACCIDENT INVESTIGATIONS TO BE PROPERLY DONE AND RECOMMEND ACTIONS IMPLEMENTED AND ENDORSED BY SAFETY COMMITTEE/REP.
10. REFINE HAZARD REPORTING PROCESS ENFORCE ACCOUTABILITY WITHIN TIME FRAME AND IMPROVE THE USAGE.
11. CIRCULATE SPECIFIC ACCIDENT PREVENTION INFORMATION TO JOB OIC'S FOR INCLUSION INTO JSA'S/TRAINING.
12. MAINTAIN A VISUAL DISPLAY OF DISTRICT SAFETY RECORD.
13. ROTATE PERSONNEL THROUGH STANDARD WORK PROJECTS AND FIRE CALL OUT.
14. EXAMINE ALTERNATE PRODUCTIVE WORK FOR THOSE WITH HEALTH RISK eg. FIRES.
15. ENCOURAGE PERSONAL FITNESS AND AWARENESS.

16. ENCOURAGE RECRUITMENT OF FIT HEALTHY PEOPLE AND TEST FOR FITNESS PRIOR TO EMPLOYMENT. SET FITNESS PARAMETERS FOR AGE GROUPS AS PART OF FITNESS POLICY.
17. RECOGNISE STRESS AND PROMOTE AVENUES OF STRESS MANAGEMENT.
18. SUPERVISORS TO COUNSEL POOR ATTITUDE/FITNESS TO DO JOB AND ADDRESS ALSO IN FORMAL APPRAISAL.
19. SUPERVISORS TO ENSURE INEXPERIENCED OFFICERS PARTICIPATE " ON -THE -JOB" IN FIELD WORK.
20. RAISE AWARENESS BY PRESENTING FINDINGS TO DISTRICT PERSONNEL OF QI TEAM ONCE THEIR RECOMMENDATIONS ARE ACCEPTED.

IN CONCLUSION:

THE RATEABATORS PRESENT THIS REPORT FOR ACTION BY DISTRICT MANAGER AND RECOMMEND THAT IT BE PRESENTED TO ALL PERTH DISTRICT PERSONNEL AS THE FIRST STEP IN OUR SAFETY AWARENESS PROGRAM.

3.

MORALE

P E O P L E	LACK OF TEAMWORK AT MANAGEMENT LEVEL	-->	FEELINGS
		-->	PERSONAL WELL BEING
P L E P R O C E D U R E	PEOPLE HAVE OWN INTERESTS, "LONERS",	-->	POOR EXAMPLE LEADERSHIP,
	POOR, TEAM APPROACH		TO IMPROVE MORALE
	'CITY' ENVIRONMENT OFFERS	-->	PREVENTS MORALE
	OUTSIDE COMMITMENTS	-->	IMPROVEMENT
	PERSONALITY CLASHES/DISLIKES - LACK OF MUTUAL RESPECT		PREVENT IMPROVEMENT
	PRODUCE BARRIERS TO TEAM BUILDING	-->	OF MORALE
	LACK OF INTERACTION ACROSS THE BOARD	-->	
	--> LACK OF KNOWLEDGE OF EACH OTHER'S SKILLS ETC -- PERCEPTION		
P R O C E D U R E	TRANSPORT OF WORKERS VS MANAGEMENT	-->	MORALE
	TYPE OF VEHICLES BEING USED	-->	AFFECTED
	(VERSATILITY)	-->	
	QUESTIONS UNANSWERED QUICKLY	-->	MORALE
	BECOME 'MOUNTAINS' IF LEFT	-->	AFFECTED
P O L I C Y	LITTLE ERRORS ARE PERCEIVED TO BE BIG	-->	LOWERS
	--> BLAME AFFIXED THREAT TO SECURITY WORK		
	POOR RESPONSE TO TEAM BUILDING PROPOSALS	-->	MORALE
	LEADERSHIP PERCEIVED REQUIRED AT ALL LEVELS TO IMPROVE MORALE NOT JUST IN SOME WORK GROUPS		
	LONG FIRE SEASON STANDBY	-->	LOW
	VERY FEW MANAGEMENT MEETINGS, VERY LITTLE DISCUSSION --> INCLUDES POOR TEAMWORK		MORALE
	--> SAFETY MEETINGS		
	RESTRICTIONS, CONSTRAINTS OF ISSUES ON MORALE-BOOSTING PRACTICES		
	LACK OF RECOGNITION		
	OF JOB WELL DONE		
	OF IMPORTANCE IN THE ORGANISATION		
	LACK OF INTEREST		
	IN WORKFORCE BY JOB OIC	-->	POOR MORALE
	RULES ON O/S'S RESTRICTED WORK	-->	OF WORKER
	RESTRICTS LEADERSHIP IN WORK PRACTICE	-->	& O/S
	LACK OF FEEDBACK, COMMUNICATION TO EXPLAIN COSTS, REASONS FOR DECISIONS - SAFETY USE OF RESOURCES OR OTHERS	-->	LOW EFFICIENCY

4.

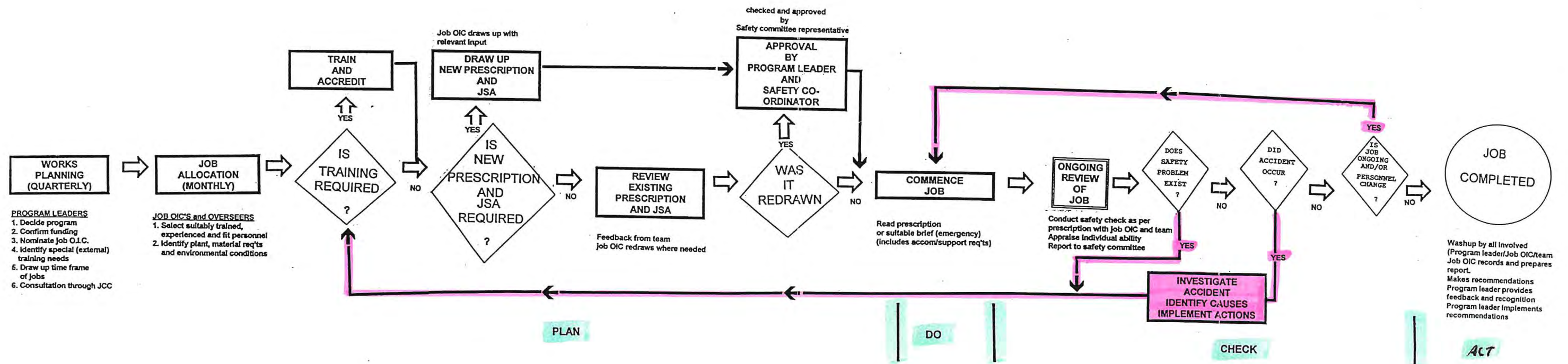
AWARENESS

P	LACK OF GROUP (TEAM) RECOGNITION IN SAFETY PERFORMANCE		
	LACK OF SAFETY --> ACCIDENTS AWARENESS		
E	LACK OF PLANNING, PREPARATION -->		
	LACK OF RECOGNITION OF OUTCOME OF ACTIONS	-->	ACCIDENTS
O	LACK OF RECOGNISING THAT		
	ACCIDENT PREVENTION MUST		
P	BE ADDRESSED BY ALL		
	PROBLEM OF ACCIDENT FREQUENCY --> LACK OF AWARENESS		ACCIDENTS
L	DOESN'T REGISTER		
	LACK OF COMMUNICATION FROM SAFETY COMMITTEE/MGT		
E	--> LACK OF AWARENESS	-->	ACCIDENTS
E	LACK OF		
N			
V	AWARENESS OF HAZARDS IN FIELD	-->	ACCIDENTS
I			
R	AWARENESS OF FATIGUE		
O			
N	LACK OF AWARENESS IN DIFFERENT	-->	ACCIDENTS
M			
E	ENVIRONMENT/CONDITIONS	-->	ACCIDENTS
N			
T	LACK OF SENSITIVITIES		
P	LACK OF KNOWLEDGE OF PROCEDURES	-->	ACCIDENTS
R			
O	LACK OF TRAINING	-->	ACCIDENTS
C			
E	LACK OF PRIORITY TO HAZARD REPORTS	-->	ACCIDENTS
D			
U	LACK OF ACCOUNTABILITY (COMPLACENCY) -->		
R			
E	WHO CARES ATTITUDE	-->	ACCIDENTS

RATEABATORS

PERTH DISTRICT CALM

OPERATIONS FLOW CHART



APPENDIX I **PERTH DISTRICT SAFETY QUESTIONNAIRE 1993** **ACCIDENT PREVENTION SURVEY**

DISTRICT.....DATE.....WORKPLACE.....

Message from the District Manager:

Perth District experienced an increase in the number of serious injury accidents during the past 6 months.

As District Manager, I do not find it acceptable that so many of our people are being injured while at work. I am therefore seeking your thoughts on why this is happening and your suggestions on how we can improve our working environment.

Please tick or answer as you feel is appropriate, some questions can have more than one answer.

	NO 1				YES 5	DON'T KNOW
1. Is accident prevention active in the minds of personnel in this District?						
2. Do you think there is a safety problem in this District?						
3. Who do you feel need(s) to fix the problem?						
A Department						
B Region						
C District Manager						
D Senior Forester						
E Safety Officer						
F Job OIC						
G Overseer						
H You						
4. Do you need greater promotion of Safety and Health by CALM outside your District? eg. Safety Branch, 1. Regional Manager 2. Safety Officer 3. General Manager?						
5. Is health and safety training of personnel adequate?						
6. Do you receive enough information and feedback on safety?						
7. How would you like to receive this?						
8. Do you understand what is meant by "frequency rate"?						
9. What is the Districts frequency rate now?						
10. Are you well represented on the Safety Committee?						

	No 1				Yes 5	Don't Know
11. Do the Safety Committee meetings produce results?	☐	☐	☐	☐	☐	☐
12. Do you need a Safety Co-ordinator who visits all the personnel regularly?	☐	☐	☐	☐	☐	☐
13. Does your Safety Co-ordinator visit all personnel regularly?	☐	☐	☐	☐	☐	☐
14. Is the necessary safety equipment made available for all work in the District?	☐	☐	☐	☐	☐	☐
15. Is it used at all times?	☐	☐	☐	☐	☐	☐
16. Whose job is it to make sure it is used?						
17. Are 1st Aid kits kept complete and in good order?	☐	☐	☐	☐	☐	☐
18. Who is responsible for their upkeep?						
19. Are you encouraged to report hazards, near misses and suggestions to prevent accidents?	☐	☐	☐	☐	☐	☐
20. If so, how is it done?						
21. When you do so is positive action taken?	☐	☐	☐	☐	☐	☐
22. How do you rate morale (1 - 5) in the District?	☐	☐	☐	☐	☐	☐
23. Do you think morale affects safety performance?	☐	☐	☐	☐	☐	☐
24. Does lack of job variation contribute to accidents?	☐	☐	☐	☐	☐	☐
25. In which work area do you think most accidents occur?						
26. What do you think can be done to reduce accidents in general?						
						
						
27. What can you do personally to reduce accidents?						
						
						

28. What do you consider to be the most important single safety issue in the District right now?

.....
.....
.....

29. Do you have any further comments on safety?

.....
.....
.....

Thank you for contributing.

A D Briggs
MANAGER
PERTH DISTRICT

CS:DW
13 January 1993

Attachment

The target levels of aerobic fitness for staff likely to be engaged in arduous physical work are:

1. Targets:

The target mean aerobic fitness values to be exceeded by fire fighters. Expressed as maximum oxygen uptake in ml/kg/min.*

Age Range (years)	Max Oxygen Uptake or VO ₂ max
18 - 25	51.0 + ml/kg/min
26 - 35	46.0 + ml/kg/min
36 - 45	41.0 + ml/kg/min
46 - 55	37.5 + ml/kg/min
56 - 65	36.0 + ml/kg/min

2. Observed Average Aerobic Fitness Levels at each Seminar:

Seminar Location	No. Participants	Average Aerobic Fitness Levels (VO ₂ values)				
		Age Range (years)				
		18-25	26-35	36-45	46-55	56-65
Armada	46	45.9	45.8	44.8	42.5	36.0
Albany	28	-	43.4	49.2	45.4	43.8
Busselton	56	39.0	40.8	38.5	48.1	39.8
Como	48	43.4	40.9	36.5	37.5	33.8
Collie	68	47.1	42.1	39.3	34.2	34.2
Harvey	59	47.4	38.0	39.3	37.1	41.8
Manjimup	38	36.6	36.3	39.8	40.2	42.2
Nannup	33	39.2	38.5	41.8	36.7	40.3
Pemberton	48	42.7	38.6	39.9	36.9	37.2
Walpole	49	36.2	46.6	36.8	42.2	
Wanneroo	50	40.1	35.8	35.1	29.2	
Target for Fire Fighters		51.0	46.0	41.0	37.5	36.0

* Aerobic fitness is measured in terms of the aerobic capacity or the maximal oxygen uptake. The aerobic capacities for CALM staff were measured using the heart rate response while the individual is exercising on a bicycle ergometer. The maximal oxygen uptake (recorded as VO₂ max) is measured in millilitres per kilogram per minute (ml/kg/min).

APPENDIX III

**BREAKDOWN OF EMPLOYEES INTO SICK LEAVE
OWING AND ASSOCIATED MTA/LTA'S
OVER 5 YEAR PERIOD**

NO. EMPLOYEE	SICK LEAVE	LTA	MTA
1.	70	1	-
2	125	2	
3	20	-	1
4	15	1	3
5	200 - 8	1	1
6	35 - 10	-	1
7	280 - 70	1	
8	300	1	2
9	30	1	1
10	720		4
11	280		2
12	20	3	1
13	35	-	-
14	580	-	-
15	8	-	3
16	750	-	-
17	20	-	-
18	250	-	-
19	600 - 130	-	-
20	730	-	1
21	100	1	-
22	30	1	1
23	0		2
24	25	3	-
25	850		
26	200 - 300		1
27	520	-	-
28	200 - 40	2	5
29	8	1	2
30	15 - 40	1	
31	330	-	-
32	160	1	4
33	40	1	1
34	790	-	-
35	730	-	-

**BREAKDOWN OF EMPLOYEES INTO SICK LEAVE OWING
AND ASSOCIATED MTA/LTA'S OVER TWO YEAR PERIOD
FROM 8/91 - 7/93**

EMP NO.	SICK LEAVE OWING	MTA	LTA
1	125	-	1
2	125	-	-
3	10	1	-
4	10	1	-
5	125 - 8	1	-
6	10	-	-
7	200 - 70	-	-
8	30	-	1
9	700	-	-
10	200	-	-
11	50 - 70 NOW NEG	-	2
12	50	-	-
13	10 - 70	1	-
14	750	1	-
15	20'S	-	-
16	250	-	-
17	400'S - 130	-	-
18	730	-	-
19	100	-	1
20	50	-	1
21	0 - 20	1	-
22	15	-	1
23	900	-	-
24	200	1	-
25	570	-	-
26	170 - 30'S	-	2
27	0 - 15	1	1
28	20	-	1
29	360'S	-	1
30	100	1	-

PRINCIPLES OF QUALITY LEADERSHIP

1. Believe in, foster and support TEAMWORK.
2. Be committed to the PROBLEM-SOLVING process; use it and let DATA, not emotions, drive decisions.
3. Seek employees INPUT before you make key decisions.
4. Believe that the best way to improve the quality of work or service is to ASK and LISTEN to employees who are doing the work.
5. Strive to develop mutual RESPECT and TRUST among employees.
6. Have a CUSTOMER orientation and focus toward employees and citizens.
7. Manage on the BEHAVIOUR of 95% of employees and not on the 5% who cause problems. Deal with the 5% PROMPTLY and FAIRLY.
8. Improve SYSTEMS and examine processes before blaming people.
9. Avoid "top-down", POWER-ORIENTED decision-making whenever possible.
10. Encourage CREATIVITY through RISK-TAKING and be tolerant of honest MISTAKES.
11. Be a FACILITATOR and COACH. Develop an OPEN atmosphere that encourages providing and accepting FEEDBACK.
12. With teamwork, develop with employees agreed-upon GOALS and a PLAN to achieve them.

BY: DAVID COUPER, CITY OF MADISON, POLICE CHIEF MADISON, WISCONSIN, USA.