

Nannup safety team scheme



Nannup Safety Team members (left to right), Michelle Widmer, Jason Creasey, Dave King, Steve Winfield, Fred Meyers and Keith Pears. Absent are Roger Banks and team facilitator John Skillen.

by Roger Banks

MISSION: To identify the most serious cause of accidents in the Nannup District, and suggest methods of reducing the number of related accidents.

The team, who were all members of the Nannup District Health and Safety Committee, consisted of Dave King (project leader), Michelle Widmer, Jason Creasey, Fred Meyers, Steve Winfield, Keith Pears and myself. The team facilitator was John Skillen.

included:

1. A holistic approach to health and fitness to be taken by all employees,
2. A needs analysis of fitness levels required for specific tasks,
3. A Departmental fitness policy,
4. An improved attitude to personal fitness, and the promotion of the benefits of maintaining the existing exercise program,
5. The implementation of an aerobic exercise program would be of benefit, and
6. Investigation of the purchase of fitness monitoring equipment was warranted.

Other solutions included improved job design, morale and attitudes, improved equipment design, clothing design, site preparation and work environment, awareness of previous injuries, and increased mechanisation.

Techniques

The Nannup Safety Team has discovered that, although the use of quality improvement techniques to improve the current health and safety climate is hard work, it does produce meaningful results which generate a sense of ownership of the solutions.

The continued use of these techniques will help solve many of the complex, and difficult issues facing the Department today.

SMOG clears the air

A GROUP of operations managers and representatives from mapping and inventory branches have been meeting regularly during the past twelve months to improve the sensitivity of forest operations management in CALM.

The group, known as SMOG (Sensitive Management Operations Group) recently presented their findings to the General Manager and several members of the Corporate Executive at Como. Their recommendations were generally accepted by Roger Underwood for implementation in the near future.

The group introduced some of the techniques gained from the QI approach through Bruce Harvey and Bob Hagan, who attended a QI Facilitators course in early 1991.

Ground rules for meetings were introduced using the consen-

sus decision-making techniques and this has greatly improved group meetings in focusing on issues and dealing with them, as well as making meetings more efficiently run.

Involvement

The team presentation involved all their members - Bruce Harvey (Chairman), Peter Bowen (Land Information Branch), Dave Meehan, Pat Collins (Inventory), Peter Hanly (Central Forest Region) and Bob Hagan (Southern Forest Region).

Flow-charting, a tool of QI, was used in the presentation and written report to clearly outline a recommended decision-making process for operations managers.

In addition, SMOG's recommendations included the use of QI project teams to implement some of these proposals.

Several members of the Corporate Executive commented on their good impressions of the audiovisual presentation and gave endorsement to SMOG's recommendations.

Team leader education

TRAINING Section and the QI Coordinator are developing a package for Team Leader education in QI.

It is likely it will be a two-day session that will be run by Regional or Branch facilitators with assistance from Tony Brandis.

The course will be aimed at all likely project team leaders.

Team member training will be very much on a "Just in Time Training" basis. It will be based on sections of the package used for team leaders.

The success of projects depends largely on clear

mission statements.

Managers in Guidance and Steering Teams are responsible for this.

It is planned to have likely guidance team members attend courses that will raise their understanding of such concepts as processes, variation, basic tools, etc.

Carpenters return

TWENTY years ago, when there were forestry houses at Dwellingup, they had a full-time carpenter and a carpenter's workshop of tools and equipment available for repairs and other work.

Times changed, the houses were no longer maintained by the one carpenter, the workshop fell into disrepair and the equipment went unused.

Dwellingup District Manager, Keith Low felt that with the skilled personnel at Dwellingup, and the carpentry tools and equipment that remained, there was potential for producing recreational furniture and signs. The question was how to implement the project.

Interest

When Quality Improvement was introduced to Dwellingup District by trained facilitator, Bruce Harvey, Keith and many of the personnel showed a keen interest to use this improvement approach, and to get the workshop running again.

An important aspect of the project was to ensure that safety was built

into the process and Alf Allen, from the local safety committee, ensured that this occurred.

A project team was nominated to represent management, the various unions, and those with experience and skills in the process, with Senior Forester Murray Love as leader.

Efficiency

Other members of the team were forest workers Gunnar Hornum and Keith Harris; Ranger-in-Charge at Lane Poole, John Hanel and officer in charge of recreation at Dwellingup, Peter Burton.

Efficiency was considered in all aspects of the process, including cost advantages in the purchase of the raw product, machining the timber, routing and painting of lettering, and storage and delivery.

A presentation of the team recommendation was made to Keith and the other member of the Guidance Team, Ron Waterhouse, the Swan Region Recreation Officer, late last year.

"I was most impressed by the motivation and

teamwork of the group", Keith said.

"They have convinced me that the project is worth financing and developing. This production unit will provide valuable winter employment for our workers."

The Woodshed has been functioning for most of 1992, producing signs and recreational wood products for Dwellingup and other CALM districts and is keen to gain more orders for the coming winter period.

Ron Waterhouse was very happy with the high quality of product and said, "Dwellingup has developed a production unit using high quality timber, an efficient equipment layout, correct equipment, and has several innovations in a safe process which gives them a cost advantage over alternative suppliers, both within CALM and outside. I can recommend the Woodshed to all potential purchasers."

For those interested, orders can be lodged at the Dwellingup offices, and any queries directed to Peter Burton. A quality product at a competitive price is guaranteed.



They say that breaking up is hard to do...

...instead, break the work process into small manageable units.

Here is an example of a well planned improvement project with a clear mission for the team. Also, it is a classic VAM (value added) project. Problem: There are currently unacceptable delays in people receiving payment for higher duties. Mission: To achieve a substantial reduction in the turn-around time for processing higher duties

applications.

Steering team: Bob Cooper, Manager, Human Resources Branch.

Guidance team: Erica Scott, Principal Personnel and Industrial Officer. Facilitator: Pat Collins.

Project team: S h a n e Knapp (Project Leader), Peter Keppel, Peter Algaba, Mario Janceski, Tracey Rankin, Heidi Moss, Jean Collins, Sylvia King.

Estimated completion date: 10 May 1992.

COMPLETED IMPROVEMENT PROJECTS

Team Name	Owner of Process/ Project	Mission	Team Leader	Team Facilitator	Project Completion Date
DEE TEAM	Harvey District	To make more time available by improving the effectiveness of daily despatch	Peter Henderson	John Skillen	1/12/91
WEIGHT SCALE	Timber Production Branch	To determine an average volume by weight conversion factor for pine sawlogs	John Kaye	John Skillen	1/12/91
SAFETY TEAM	Nannup District	To identify most serious agency of accident and reduce the number of accidents in this agency	Dave King	John Skillen	1/12/91
BOUNDARY RIDERS	Operations Division	To develop an effective method of correctly locating land tenure boundaries in the field	Bruce Harvey	Bruce Harvey	1/12/91
THE WOODSHED	Dwellingup District	To safely construct wood products to Departmental standards that are cost competitive with outside sources	Murray Love	Bruce Harvey	3/92
EXIT MAIL	Kelmscott Office	To improve the processing of outgoing mail in the Kelmscott Office by at least 50% of the current rate	Jacqueline O'Toole	Bruce Harvey	12/91
FINAL GRADE	Swan Region	To provide the Swan Region with the most efficient method of achieving road grading and firebreak maintenance program	Bruce Harvey	Bruce Harvey	3/92

Finance strategy

FINANCE Branch has produced a draft strategic plan that focuses on quality improvement.

"Although significant productivity improvements have already been achieved for the finance function in CALM, there is still scope to further im-

prove productivity, financial control and service to users of the finance function," said finance manager John Byrne

"CALM has adopted quality improvement principles as a key means to improve productivity and service to clients.

"Quality improve-

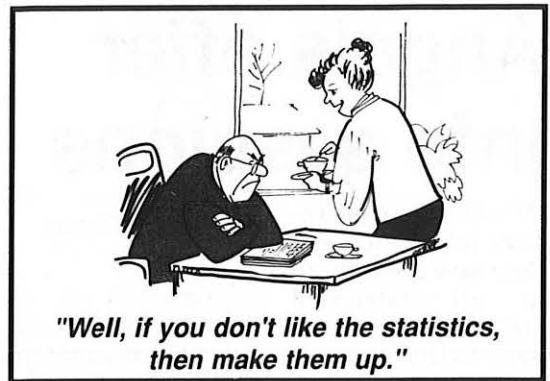
ment principles will be fully supported by Finance Branch."

Some strategies to be adopted in 1992:

- A quality improvement code will be developed for the finance function throughout CALM.

- Each section of Finance Branch will continue to hold meetings every six weeks to review work progress and identify and implement improvements to productivity, financial control and service to users.

- The Quality Assurance Officer will continue to review key controls in Finance Branch and identify training needs in cost centres.



"Well, if you don't like the statistics, then make them up."

The QI philosophy

QUALITY Improvement (QI) is the management philosophy that seeks continuous improvement in the quality of performance of all the processes, products and services of an organisation.

It emphasises the understanding of variation, the importance of measurement, the role of the customer and the involvement of employees at all levels of an organisation in pursuit of such improvement.

Satisfaction plus

MANY aspects of employee participation, such as safety and work place consultative committees, are tied to Acts and industrial agreements with unions.

Participation in QI is entirely voluntary. It happens because people believe in its principles and

philosophies. It happens because it enriches people's working lives through participation in decision making and productivity improvement initiatives.

It gives people a sense of ownership and direction which leads to job satisfaction.

CURRENT IMPROVEMENT PROJECTS

Team Name	Owner of Process/Project	Mission	Team Leader	Team Facilitator	Project Completion Date
TIMBER INDUSTRY PROBLEM SOLVERS	Forest Resources Division	Describe the current system of logging planning and implementation as defined by Timber Supply Sub Program and present description and options for further development to steering committee	Kevin Vear	Bob Hagan	6/92
QUALITY FACILITATORS	Southern Forest Region	To provide a network of facilitators to assist the implementation of QI in the Southern Forest Region	Rotated	Rotated	6/92
TERMINATOOS	Human Resources Branch	To set in place procedures for CALM keyboard operators that will reduce the incidence of occupational overuse syndrome (OOS) and allow for rapid rehabilitation	David Bottrill	Bruce Harvey	4/92
LEASTWOOD	Mundaring District	To establish methods of reducing illegal removal of firewood in eastern zone conservation areas	Kevin Pollock	Bruce Harvey	4/92
DIEBACK INTERPRETATION EFFICIENCY REVIEW	Inventory Branch	To establish the most efficient system which will supply customers' annual demands for dieback hygiene information	Dave Meehan	Rob Towers	4/92
HDA	Human Resources Branch	To achieve a substantial reduction in turn-around time in processing higher duties applications	Shane Knapp	Pat Collins	10/5/92
LEEWIN-NATURALISTE ENTRY FEE COLLECTION SYSTEM	Central Forest Region	a) To develop a proposal to charge entry fees for visitors to the park b) To prepare and implement a plan for charging entry fees to the park	Neil Taylor Kim Williams	John Skillen John Skillen	30/4/92 30/5/92
PERSONAL EQUIPMENT	Nannup District	To reduce personal equipment turnover by 50%	Robert Buckley	Lyndon Piggott	30/7/92
PAYMENTS TO PINE HAULIERS	Timber Production Branch	To develop a system and transfer logging contract payments from District to Regional offices	Ian Scott David Bottrill	John Skillen Bruce Harvey	30/5/92
LOGGING IN HESTER BLOCK	Kirup District	a) To reduce level of public objections to logging by increasing community awareness b) To reduce level of public objections to logging by increasing effective input into planning and operations	Kim Williams Alan Seymour	John Skillen Dave Lathwell	30/6/92 30/6/92
ROCKY ROAD	Jarrahdale District	To investigate how Jarrahdale District can successfully compete for CALM and other contracts	Ralph Smith	Ron Shimmon	30/6/92
PEOPLE SEEKERS	Perth District	To develop strategies to increase patronage at Yanchep National Park	Ron Shimmon	Garry Hartnett	30/6/92

Angels offer info sessions

QUALITY Improvement information sessions have been offered to all interested branches by the Metro Area facilitators' network ('Charlie's Angels').

The hour-long sessions provide an overview of QI principles, project teams and the direction of quality improvement in CALM.

The response has been positive, with over 75% of questionnaire respondents believing that QI principles can help them in their work. The program of sessions will be completed by the end of April.

The facilitators are currently refining the presentation to reflect the comments received so far and, given the number of participants indicating a desire to learn more about QI, are looking forward to a busy time over the next few months.

The Human Resources Branch has lost no time in setting up its first project team which will focus on reducing the processing time for Higher Duty Allowance applications. Shane Knapp is leading the project, which is expected to report by 10 May 1992.

Anyone who has

by Kerry Olsson

missed out on an information session and would like to attend, or who wishes to learn more, can contact any of the facilitators - Bill Advic, Graeme Behn, Pat Collins, Shane Knapp, Craig Letica, Ian Old, Kerry Olsson, Grant Revell or Tom Wood.



"Charlie's Angels" from left to right: Pat Collins, Graeme Behn, Craig Letica, Ian Old, Kerry Olsson, Tom Wood and Bill Advic.

Riders make it first past the post

THE QI Council, consisting of the General Manager and the Corporate Executive viewed and questioned their first major project team presentation when the Boundary Riders

reported to them on 9 March at the Como training facility.

The full team of eight members presented their findings in an hour-long audiovisual presentation to their Steering Team, the QI Council, and their Guidance Team, the Sensitive Management Operations Group.

Bruce Harvey introduced the current difficulties in field operations in locating land tenure boundaries and was assisted by Andy Rynasewycz, Ralph Smith and Terry Court.

The major causes of erroneously locating land tenure boundaries were outlined by Leigh Davis (Land Information Branch) and possible solutions were put

forward by Alan Hordacre and Peter Blankendaal. Other issues were presented by Manjimup's Peter Stirling.

A series of action items and recommendations are with General Manager, Roger Underwood.

Conclusion

At the conclusion of the presentation, Roger stated, "The flowchart presented for implementing the proposed policy can be linked into the flowchart presented by SMOG for daily management of operations in forest districts.

"In this way I can foresee many potential mistakes and problems for field operations managers will be avoided, sav-

ing CALM time and money."

This project has been a long one because of the complexity and sensitivity of the problem.

The project team consulted many other organisations involved in forest surveying, including Department of Land Administration (DOLA), Curtin University, ALCOA, other Government bodies and mining companies.

The QI Council expressed their keenness to see the recommendations acted upon immediately to consider difficult land tenure boundaries both in recently proposed reserves and in established parks and reserves already managed by CALM.

Southern forest region

ACCORDING to Kevin Vear, the regional strategy is to use the staff trained in QI to guide the introduction of QI to the Southern Forest Region (SFR) staff.

Following QI training in late 1991 the trained facilitators in the region formed the 'SFR QI Facilitators' Group'. Their role is to assist the implementation of QI in the SFR.

This group has been given the task of analysing the skills and knowledge required when performing various QI tasks, assisting with the development of training packages to enable these skills to be developed by our staff, and to assist with the implementation of the training programs.

PETER Osborne in the February 28, 1992 edition of the *Australian Financial Review* said that there is evidence that some firms find implementation of Total Quality Management (TQM) too difficult and are turning to Value Added Management (VAM).

The article states that VAM "builds a culture of continuous improvement by employee participation in problem solving of workplace issues. It focuses on reducing cycle time from receipt of order to receipt of cash by eliminating all activities that did not add value to the product or

service delivered to the customer".

Whatever the name - TQI, TQC, QC, QM, QI, VAM - the principles and philosophies are the same. Each organisation should use these concepts to suit its purpose.

Interestingly, CALM's QI program is very close to the concept of VAM.

STOP PRESS!

KEYBOARDERS watch for next issue of QI Newsletter featuring an article on the findings of "TERMINATOOS", the QI project team investigating the problem of the escalating incidence of occupational overuse syndrome in CALM keyboarders.