

Safstats leader Barry Hooper discusses recommendations with facilitator Bruce Telfer at the team presentation at Mundaring in May.

Safety at Mundaring is not an accident

THE cause of Mundaring District's accidents over the past five years have been identified and analysed using QI techniques.

A team of six, representing the different sections of the workforce, was formed to address concerns over the frequency of personal injuries in the District.

The Safstats team, comprising Barry Hooper (leader), Peter Keppel, Jim Wilson, Wayne Rhodes, Keith Tressider and Bob Young, was facilitated by Bruce Telfer, also of Mundaring.

The team investigated, analysed, graphed and summarised data to identify the major influences on accident occurrence in the District.

In addition, a survey

by Bruce Telfer

of all personnel allowed individuals to express their views and concerns on health and safety in their workplace.

Some of the findings of the team include:

- ◆ Main injury: sprains and strains (43%)
- ◆ Part of body most injured: back and trunk (21%)
- ◆ Work causing most injuries: silviculture treatment (18%)
- ◆ Work location where most injuries occur: native forest (41%)
- ◆ Work group most injured: AWU maintenance workers (61%)

The analysis included all accidents with the severity as follows:

- ◆ First Aid slips 44%
- ◆ Medical treatment 35%
- ◆ Lost time 17%

- ◆ The remainder were recorded as 'near hits'.

The team concluded from the comments in the completed surveys that:

- ◆ safety needs a higher profile in the workplace;
- ◆ supervisors should be planning and preparing their work more efficiently and getting out into the forests to supervise their jobs regularly;
- ◆ the safety committee needs to be more effective;
- ◆ all employees should contribute to and see/hear job prescriptions.

The findings of the Safstats team will be passed on to the newly elected health and safety committee to help decrease the frequency of accidents in the Mundaring District.

Integrated fire management

by David Rawet

THE Integrated Fire Management team has approached the end point of what has been a difficult but exciting project.

The mission was to develop a planning process that would ensure fire management plans integrate all management considerations (CALM and external).

To this end the project team - Peter Bidwell, Gavin Butcher, David Meehan, Alan Sands, Grant Revell, Drew Griffiths, Brad Commins, Roger Armstrong, Gordon Friend, Bill Towie and David Rawet - have met a number of times since October 1992.

Early on it was recognised that to integrate and coordinate the wide range of interests the team represented, we needed to use a structured approach.

The QI system facilitated the process, which was essentially one of process review.

The outcome is a three-

stage planning process that starts as policy level, works through regional planning (where most of the integration and coordination takes place) and finally, operational planning (predominantly at the district level).

A number of planning steps were identified which were developed into a planning time-line.

On the time-line the factors needing consideration are shown, with nominated action officers and custodians of information.

The input from all team members has been energetic, informed and incisive; the output reflects the effort of all the hard work.

The process developed should improve the integration of fire management with CALM's other management priorities, lead to fewer conflicts of interest and ultimately result in a more cost effective program.

Enterprise bargaining

MORE than 500 enterprise agreements have been ratified in Australia with many based on productivity increases resulting from a 'continuous improvement' program.

Also known as 'total quality management' and 'quality improvement', the principles are the same.

It is about continuously working to improve the way we do things.

It is interesting that

CALM's strategy for an enterprise agreement includes 'continuous improvement' as one of the three key initiatives to improve productivity - the others being flexible working time and the elimination of demarcation.

At this stage of negotiating a CALM enterprise agreement all parties agree on one thing - that a key initiative is the inclusion of 'continuous improvement'.



Fitness program helps back care

IN the Central Forest Region over the past six years, back injuries have cost the Department a total of \$475 000.

Two districts, Harvey and Busselton, have recently completed projects which have enabled them to adapt existing fitness programs, thereby ensuring that fewer back injuries occur.

Harvey District's B-Team specifically addressed the issue of back care, while Busselton's Ergo-wing team tackled the broader issue of back and limb injuries during planting and fertilising operations.

Both districts have looked at improving their exercise programs to increase back flexibility and strength.

The exercises added to these programs take into account one of the findings of the B-Team

by John Skillen

i.e. that back injuries do not necessarily stem from lack of strength, but are more likely to result from spinal inflexibility.

These exercises have been designed to target specific tasks, for example, to protect the lower back during the planting season.

Project teams like these are raising the awareness that increased fitness is a means of reducing the severity of injuries resulting from accidents, as well as improving our lifestyle.

The results from these projects have been passed on to the Regional Manager as well as the Health and Safety Section for incorporation into fitness programs for other parts of the Department.

QI - What is it all about?

Conventional Management Thinking

- ◆ Quality improvement costs money and time
- ◆ Work is a series of events (marketing, operations, finance, etc.)
- ◆ Quantity is as important as quality
- ◆ 95 per cent is great
- ◆ Quality is the result of better inspection
- ◆ Suppliers must be kept on their toes
- ◆ Customers are who you sell to
- ◆ To achieve quality, we need more and better staff

QI Management Thinking

- ◆ QI saves money and time
- ◆ Work is an integrated process
- ◆ Without quality, quantity is irrelevant
- ◆ Only 100 per cent will do
- ◆ Quality is built-in from the start
- ◆ Suppliers must feel like they are your partners
- ◆ Customers are an integral part of your organisation
- ◆ Quality can be achieved with the staff we have right now, simply by leading and training them differently

QUIKHDA project team

THE team was asked to look at the problem of unacceptable delays in the payment of Higher Duties Allowances and to achieve a 30% reduction in the processing time.

The team consisted of Shane Knapp (leader), Sylvia King, Tracey Rankin, Heidi Moss, Peter Algaba, Peter Keppel, Dave Holmes, Mario Janceski and Pat Collins (facilitator).

The QUIKHDA team recommended that:

- ◆ the HDA processing procedure within the Person-

nel and Payroll Sections be streamlined;

- ◆ a new HDA claim form be designed;
- ◆ supervisors/managers accept responsibility for information on the claim form;
- ◆ all relevant personnel and payroll staff have online access;
- ◆ a reliable, user-friendly software package be designed that integrates the payroll and personnel systems;
- ◆ application forms be forwarded direct to the Salaries Section for process-

ing and then to the Personnel Section for recording.

The first five recommendations have been accepted - with the first four already implemented - while the sixth could not be approved as it would contravene audit requirements.

This process has highlighted how a simple process such as HDA payments can evolve time-wasting complexities over the years.

During September 1993 the team will evaluate the extent of reductions in processing time.

The Terminatoos perform well at the quality team convention

CALM's Terminatoos project team represented the WA Public Service at the second TQM Team Convention organised by the Australian Organisations for Quality (AOQ) on May 20 at Technology Park in Bentley.

The team consisted of David Bottrill (leader), Marg Wilke, Shane Knapp and Ian Old.

The Acting Premier, Hedy Cowan, opened the convention and was an interested member of the audience during the Terminatoos presentation.

Mr Cowan presented a plaque to the team's leader with all team mem-

bers receiving certificates to mark the occasion.

This presentation before a judging panel and an audience of 80 is a highlight in CALM's QI program.

Team were allocated 20 minutes during which three to five speakers had to address the full eight-step QI team process.

The judges evaluated the teams on the data used to support decisions and for the effective use of quality tools and techniques.

All judges provided written comments evaluating each team with some examples being:

"A useful model for others in your organisa-

tion. Obviously good management support."

"Positive impact on CALM's QI implementation. Good team development. Confident presentation."

"Good use of data, systematic approach to problem. If long-term results prove positive, suggest wider publicity on findings."

The team can be justifiably proud of their efforts and are to be congratulated for their fine performances on the day.

When QI project teams tackle problems and inefficiencies, following the lead of the Terminatoos will put them on the right track.



Marg Wilke of Terminatoos receives her certificate of participation from AOQ (WA) chairman Rob Welsh and Department of Commerce and Trade's Mal Nichols.

The Charterers get a good response

When the QI project team Charterers called for suggestions to improve CALM's financial system there was an overwhelming response.

The team summarised the submissions into 67 issues and then sorted these into five categories:

- ◆ user requirements
- ◆ software requirements
- ◆ hardware requirements
- ◆ chart of accounts
- ◆ training needs

In the light of comments received, the original mission statement for the team was amended to:

define, analyse and evaluate the user information requirement of the financial management system, amend if necessary, and design a Chart of Accounts which most effectively meets the essential needs of the Department.

On May 3, the hard working Charterers team presented their recom-

mendations to the Corporate Executive's Steering and Guidance teams at Crawley.

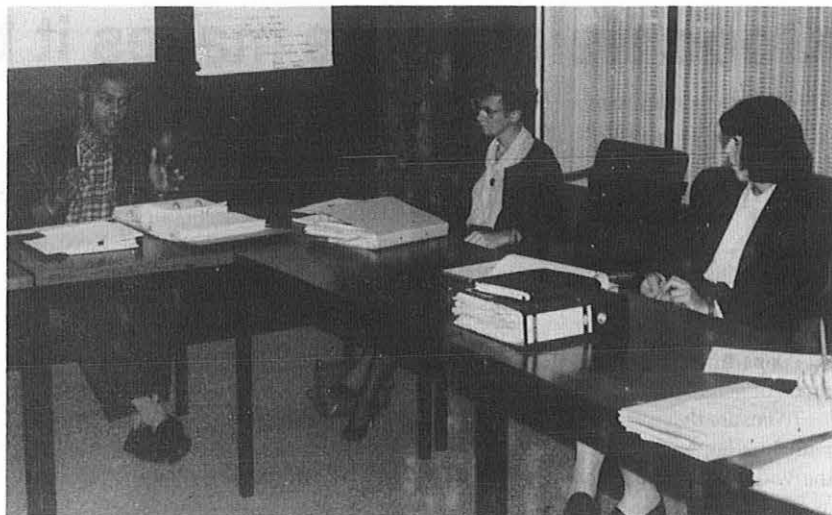
Most of their recommendations were accepted, resulting in a revised Chart of Accounts for 1993/94.

A major reason for the success has been that Corporate Executive strongly supported the project and right from the outset recognised the need for change.

Other recommendations are to be referred back to the next stage of the project for further evaluation of the technical issues.

Team members David Bottrill, Karen Napier, Graham Norrish, Jacques Rene, Denise Allen (leader) and Bruce Harvey (facilitator) will continue the project with the addition of Don Jennings to provide computer expertise.

The contributions of all



A Charterers meeting with Jacques Rene, Jeanette Gilmour and Mary Colreavy

team members including Mary Colreavy, Frank Batini, Jeanette Gilmour, Gavin Butcher and Ken Wallace were recognised in a personal letter of appreciation from the Executive Director.

A new mission statement is being prepared for this restructured team by the Guidance team of Roger Underwood, John Byrne, Don Keene, Chris Haynes and Kieran McNamara.

It is intended that the project team will produce

their recommendations by December 1993 which will incorporate:

- ◆ identifying key user issues for CALM's financial systems and developing practical solutions;
- ◆ designing rules for use.

A joint meeting of the Guidance and Project teams has planned this next stage of the project.

As part of the training and awareness program, briefing sessions are being conducted at several centres for managers and ad-

ministration staff.

If you miss these sessions and feel you should be familiar with changes to the Chart of Accounts, simply contact one of the project team members who can then assist you in this matter.

Well done to the Charterers team for their success so far and we look forward to more recommendations for improvements to assist all users of the financial system.

CURRENT IMPROVEMENT PROJECTS

Team Name	Owner of Process/Project	Mission	Team Leader	Team Facilitator	Completion Date
SOFTWOOD SHAREFARMING MANAGEMENT	Forest Resources Division	To provide a more efficient and clearly understood sharefarming management process in Central Forest Region.	John Brealey	John Skillen	5/93
ERGO-WING	Busselton District	Ensure substantial decrease in injuries to the back and limbs during 1993 planting and fertilising operations.	Ian Rotheram	Dave Lathwell	5/93
B-TEAM	Harvey District	Identify the main cause of back injury in the Harvey District and recommend methods of reducing the occurrence.	Kevin Haylock	Bob Selkirk	2/93
V.A.T.	Kirup and Nannup Districts	Identify cost of accident damage in Kirup and reduce it to the Department target by December 1993.	Roger Banks	Alan Seymour	5/93
07 BUDGET	Collie District	Develop a process which will ensure Departmental workshop budgets are not overspent.	Glyn Yates	Bob Selkirk	5/93
INTEGRATED FIRE MANAGEMENT	Fire Protection Branch	To develop a planning process that would ensure fire management plans integrate all management considerations.	David Rawet	Dave Meehan	6/93
CHARTERERS	Finance Branch	Define, analyse and evaluate the user information of the financial management system, amend if necessary, and design a Chart of Accounts which most effectively meets the essential needs of the Department.	Denise Allen	Bruce Harvey	Stage 1 5/93
SAFSTATS	Mundaring District	To identify and analyse the causes of accidents within the workplace from 1 July 1987 to June 1992.	Barry Hooper	Bruce Telfer	5/93
RATE ABATORS	Perth District	To reduce the all-accident frequency rate in Perth District significantly and maintain the improvement (under review at present).	Clayton Sanders	Leon Griffiths	6/93
JSIQI	Dwellingup District	To carry out JSI safely and practically and make use of timber previously considered non-commercial.	Murray Love	Jacqueline O'Toole	3/93



Good Neighbours makes it better for everyone

AS with any agency managing a public resource, especially involving controversial issues, CALM has both supporters and critics.

And with the majority of land in the Shire of Denmark controlled by CALM, the Department has hundreds of neighbours.

To ensure that relations with these landowners and the wider community are as friendly as possible, the Walpole District office has

formed a QI project team called Good Neighbours.

Criticism of CALM is frequently generated by Denmark residents and tends to receive a good airing in the media.

This creates the impression that there is a great deal more concern in the community than there really is, with this being particularly felt in the Southern Forest Region where it sometimes affects the morale of the workforce.

The net result is that many staff take a negative attitude towards Denmark which only reinforces the views of our critics.

Other staff have lost their motivation and confidence to deal with the Denmark community, preferring only having contact when absolutely necessary.

This situation is unhealthy for CALM staff and the Denmark people, who can assist each other

a great deal, and who do broadly share a common conservation vision.

The 'Good Neighbours' group has compiled data from the Shire, Australian Bureau of Statistics, Electoral Commission and Curtin University Centre for Applied Psychology in order to better understand and serve the local community while still meeting the wider needs of the State.

Good Neighbours aims

to raise the level of understanding and awareness of land management in the Denmark community to the point where they have trust and empathy with CALM's complicated role as land managers.

The team has developed a 10 point strategy towards achieving this, which includes options such as community consultation, a corporate presence in the area and relationships with various groups.

COMPLETED IMPROVEMENT PROJECTS

Team Name	Owner of Process/ Project	Mission	Team Leader	Team Facilitator	Completion Date
DEE TEAM	Harvey District	To make time available by improving the effectiveness of daily despatch.	Peter Henderson	John Skillen	12/91
WEIGHT SCALE	Timber Production Branch	To determine an average volume by weight conversion factor for pine sawlogs.	John Kaye	John Skillen	12/91
SAFETY TEAM	Nannup District	To identify most serious agency of accidents and reduce the number of accidents in this agency.	Dave King	John Skillen	12/91
BOUNDARY RIDERS	Operations Division	To develop an effective method of correctly locating land tenure boundaries in the field.	Bruce Harvey	Bruce Harvey	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
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	7/92
TERMINATOOSs	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	5/92
LEASTWOOD	Mundaring District	To establish methods of reducing illegal removal of firewood in the eastern zone conservation areas.	Kevin Pollock	Bruce Harvey	6/92
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	8/92
QUIKHDA	Human Resources Branch	To achieve a substantial reduction in turn-around time in processing higher duties applications.	Shane Krapp	Pat Collins	8/92
FLAP	Land Information Branch	To streamline the ordering of supplies, the processing of financial expenditure transactions and the recording and monitoring of committed and actual expenditure within the constraints of the FAAA.	Dave Holmes	Bill Advic	8/92
ROCKY ROAD	Jarrahdale District	To investigate how Jarrahdale District can successfully compete for CALM and other contracts.	Ralph Smith	Ron Shimmon	7/92
LEEUWIN-NATURALISTE ENTRY FEE COLLECTION SYSTEM	Central Forest Region	a) To develop a proposal to charge entry fees for visitors to the park.	Neil Taylor	John Skillen	6/92
		b) To prepare and implement a plan for charging entry fees to the park.	Kim Williams	John Skillen	6/92
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	5/92