

# HSA Initiatives Workplan Template

## 2023 Updated Version

As part of the ongoing effort to support the Health and Safety Associations (HSAs) in planning, reporting on, and assessing activities and outcomes, WorkSafeBC has reviewed and updated the HSA initiatives Workplan Template.

In 2020, WorkSafeBC conducted a survey to gather feedback from the HSAs on the Initiatives Workplan Template. We appreciate your feedback and have reviewed and analyzed the challenges and recommendations raised. The goals of this revised HSA Initiatives Workplan Template are to:

- Address major challenges that the HSAs have identified in the current HSA Initiatives Workplan Template
- Align the HSA Initiatives Workplan Template format with other WorkSafeBC templates (e.g. COR Workplan Template) to ensure consistency
- Improve reporting on initiative outcomes

**Effective from May, 2020**, the revised HSA Initiatives Workplan Template will be used by the HSAs. The HSA Initiatives Workplan Template will help you:

- **Align** your initiatives and activities with your strategic objectives/goals.
- **Plan** your initiatives or endeavour by outlining the activities to be accomplished, inputs needed, budget required, timeframes to follow, and outcome anticipated.
- **Manage** implementation of your initiatives by enabling you to track implementation against expectations
- **Report** on your progress in implementing the initiatives by sharing information in the "Workplan Measurement" section, and evaluate your outcomes by identifying the
  - Data collection methods to be used
  - Time frame(s) for collecting outcome evaluation data
  - Outcomes achieved at the end of the fiscal year
  - KPI alignment

WorkSafeBC expects the HSA Initiatives Workplan will reflect the scope and cost of your initiatives and assist by assigning a dollar value against the HSA's overall budget. Workplans are not intended to include all activities or initiatives undertaken by your organization in the upcoming year. Rather, focus on your **"key initiatives" or activities** you will undertake to address and impact the primary trends within your industry. You will explain what you are going to emphasize in the coming year; in most cases, you will have two or three key initiatives and rarely will you have more than five.

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## Section A: HSA Overview

<b>HSA Name</b>	<i>BC Forest Safety Council</i>
<b>Year of Workplan</b>	<i>2023 – Sawmills</i>

<b>HSA Vision</b>
<i>Every Forestry Worker Goes Home Safe. Every Day.</i>
<b>HSA Mission</b>
<i>Support Industry Eliminate Work-related Deaths and Serious Injuries</i>

## Section B: Summary of Strategic Objectives and Initiatives

Based on the information from your strategic plan, please kindly indicate (at a high level) the strategic objectives/priorities of your organization for the upcoming year, and the **key initiatives** that your HSA has planned out under each objective/priority. In most cases, you will have two or three key initiatives and rarely will you have more than five.

#	Strategic Objective/Priority	Key Initiative (note: there could be multiple initiatives under the same strategic objective)	Time Frame	KPI
	Engage and Inform Industry	<b>1.1 Identify controls through bowtie risk assessments for Significant Incident Failure Potential (SIFp) incidents.</b>	January -December 31, 2023	Improved understanding of employers on controls to eliminate high severity events. Target: 2 bowtie risk assessments completed on SIFp events
	Engage and Inform Industry	<b>1.2 Develop resources for 2 SIFp topics to include webinars, website resources, videos/training</b>	January -December 31, 2023	2 BCFSC SIFp Resource webpages available for industry on how to develop controls for SIFp events

	Develop practical competency-based training programs to support consistent and improved training outcomes for forestry workers aimed at reducing injuries in high-risk occupations.	1.3 <b>Create and deliver Safety Leadership development resources</b> that would provide training and job aids to support supervisors in wood products manufacturing facilities.	2020 July – 2023 Dec	<ol style="list-style-type: none"> <li>1. Increased supervisor competence in core supervisory safety skills.</li> <li>2. Supervisors better understand their roles and responsibilities.</li> </ol>
		1.4 <b>Provide coaching and mentoring services to a small to medium size sawmill employer to support supervisors participating in the manufacturing supervisor development program.</b> This initiative is intended to serve as a pilot to determine the value and effectiveness of providing coaching and mentoring to supervisors.	2020 July – 2023 Dec	<ol style="list-style-type: none"> <li>1. Increased supervisor competence in core supervisory safety skills.</li> <li>2. Supervisors better understand their roles and responsibilities.</li> </ol>
	Develop practical based training programs to support consistent and improved training outcomes for forestry workers aimed at reducing injuries in high-risk occupations.	1.5 <b>Conduct two workshops to support implementation activities</b> for inherently safer design (ISD) in sawmill operations.	January 01- December 31, 2023	Increase employer and worker knowledge of ISD implantation.

## Section C: Workplan Template – Initiative 1.1

Based on the initiatives you have identified in the [Section B](#), indicate the key activities you will undertake **under each initiative** (focus on activities that will incur high budget/cost). **Please complete one workplan for each initiative.**

<b>Initiative</b>	1.1 Identify controls through bowtie risk assessments for Significant Incident Failure Potential (SIFp) incidents.
<b>Initiative Goal/ Expectation</b>	Improved employer understanding of controls to eliminate Serious Incident Failure potential events.

Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

<b>Part 1: Workplan Details</b> List the key activities you will undertake in this initiative.						
<b>Activity Description</b>	<b>Activity Category</b> <i>(Note: this should align with info from your budget template)</i>	<b>Inputs</b>	<b>Budget</b>	<b>Time Frame/ Completion Date</b>	<b>Anticipated Output</b>	<b>Actual Output</b>
Consult with industry groups to identify 2 SIFp events for risk assessment	<b>Marketing/Out reach</b> Other type:	2 Staff	\$ 5,000	January 01, 2023 – March 31, 2023	2 meetings with industry groups	<b>1 ahead</b> 2 meetings took place to determine next steps for SIFp risk assessment (BTs).
Plan and conduct Risk Assessments	<b>Conference/ Convention/ Meeting</b> Other type:	Risk Assessment Consultant	\$ 10,000	June 01, 2023- September 30, 2023	2 risk assessments completed	<b>1 ahead</b> 2 Bow Ties performed (working at heights & Combustible Dusts).
Develop and conduct 2 workshops to identify resources for SIFp controls	<b>Consultation Services</b> Other type:	2 Staff Risk Assessment Consultant	\$ 10,000	October 01- December 31, 2023	2 workshops	<b>1 ahead</b> A total of 4 ISD workshops performed (ME/PI x1, WaH x2, CD x1)

You must report outcomes using the same workplan template (outlined below) and submit to WorkSafeBC with the annual report, according to the timeline specified in the funding contract. Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

**Part 2: Workplan Measurement**

Based on all the activities you have completed, please evaluate what outcomes have been achieved, how data was collected (e.g. surveys, interviews, etc.), and whether the outcomes align with your KPIs for the initiative. If the outcome indicator is long term, please provide evidence on what milestones have been achieved at the end of this fiscal year.

Outcome Indicator	Outcome Type	Time Frame	Please specify date	Data Collection	Evaluate Outcomes Achieved <ul style="list-style-type: none"> <li>For medium/long term outcomes, evaluate milestones achieved at the end of <u>this</u> fiscal year</li> </ul>
Employers and workers demonstrate improved knowledge and skills to identify risks and hazards.	<b>Knowledge-Based Outcomes</b>	<b>Short Term &lt;1 year</b>	June 01- December 31, 2023	Session/Workshop participants reports increased knowledge and skills	<b>1 ahead</b> Positive feedback from ISD workshops reviewed during Q4MAG meeting.
# of companies participating in risk assessment	<b>Other, please specify</b> Number of companies participating	<b>Short Term &lt;1 year</b>	June 01- December 31, 2023	Session enrollments	<b>1 ahead</b> Sawmill, Pellet, general trucking, warehousing, port, equipment, SafetyDriven, WSBC CES employees participated in ISD workshops.

Below are blank templates pre-copied for you. Please click on the "expanding sign" on the left of the heading to expand the template and fill out one for each initiative indicated in [Section B](#). Please update initiative numbers accordingly.

## Section C: Workplan Template – Initiative 1.2

Based on the initiatives you have identified in the [Section B](#), indicate the key activities you will undertake **under each initiative** (focus on activities that will incur high budget/cost). **Please complete one workplan for each initiative.**

<b>Initiative</b>	1.2 Develop resources for 2 SIFp topics to include webinars, website resources, videos/training
<b>Initiative Goal/ Expectation</b>	Work with MAG to develop 2 BCFSC SIFp Resource webpages available for industry on how to develop controls for SIFp events

Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 1: Workplan Details						
List the key activities you will undertake in this initiative.						
Activity Description	Activity Category <small>(Note: this should align with info from your budget template)</small>	Inputs	Budget	Time Frame/ Completion Date	Anticipated Output	Actual Output
Develop resources for 2 SIFp topics to include webinars, website resources, videos/training	<b>Training</b> Website resources	3 staff	\$10,000	January - December 2023	2 SIFp resource pages	<b>3 - behind</b> Identification of SIFp priorities took place in Q3. Further development of industry participation strategies to take place in early 2024 Q1.

You must report outcomes using the same workplan template (outlined below) and submit to WorkSafeBC with the annual report, according to the timeline specified in the funding contract. Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

## Part 2: Workplan Measurement

Based on all the activities you have completed, please evaluate what outcomes have been achieved, how data was collected (e.g. surveys, interviews, etc.), and whether the outcomes align with your KPIs for the initiative. If the outcome indicator is long term, please provide evidence on what milestones have been achieved at the end of this fiscal year.

Outcome Indicator	Outcome Type	Time Frame	Please specify date	Data Collection	<b>Evaluate Outcomes Achieved</b> <ul style="list-style-type: none"><li>For medium/long term outcomes, evaluate milestones achieved at the end of <u>this</u> fiscal year</li></ul>
# of employers using SIFp resources	<b>Other, please specify</b> # of employers using SIFp resources	<b>Medium Term 1~3 years</b>	January 2021-December 2023	# of employers accessing resources through BCFSC SIFp resource pages	Full implementation of SIFp KPIs to be completed after development of communication strategy.



# Section C: Workplan Template – Initiative 1.3

Based on the initiatives you have identified in the [Section B](#), indicate the key activities you will undertake **under each initiative** (focus on activities that will incur high budget/cost). **Please complete one workplan for each initiative.**

<b>Initiative</b>	1.3 <b>Create and deliver a supervisor development program</b> that would provide training and job aids to support supervisors in manufacturing.
<b>Initiative Goal/ Expectation</b>	A continuation on the supervisor initiatives that were started in 2021. In 2022 six online training modules were developed for the Manufacturing and sector. Units of competency and assessment tools for the Manufacturing sector were also developed and a gap analysis was conducted comparing the competency standard to available resources. In 2023, the goal is to evaluate the gaps identified in 2023 to identify additional learning resources, job aids and tools for development. The priority for 2023 will be to supporting the delivery of the Wood Products Manufacturing workshops, adjusting online resources based on user feedback and developing additional resources based on the gap analysis.

Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 1: Workplan Details						
List the key activities you will undertake in this initiative.						
Activity Description	Activity Category <i>(Note: this should align with info from your budget template)</i>	Inputs	Budget	Time Frame/ Completion Date	Anticipated Output	Actual Output
Develop learning resources and job aids	<b>Consultation Services</b>	1 education consultant, multiple department staff.	\$35,000	Jan–Dec 2023	Development of additional learning resources, job aids and tools 1-day MFG supervisor workshop, and online assessment tool.	<b>3 - behind</b> 1-Day workshop development has been completed and is being reviewed by the SME group in Q1 2024 for final edits and distribution. Part 1 of online self-assessment tool is complete and has

						been reviewed by the SME group. Once the review has occurred the entire assessment will be published and made available to supervisors.
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You must report outcomes using the same workplan template (outlined below) and submit to WorkSafeBC with the annual report, according to the timeline specified in the funding contract. Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

<b>Part 2: Workplan Measurement</b>					
Based on all the activities you have completed, please evaluate what outcomes have been achieved, how data was collected (e.g. surveys, interviews, etc.), and whether the outcomes align with your KPIs for the initiative. If the outcome indicator is long term, please provide evidence on what milestones have been achieved at the end of this fiscal year.					
<b>Outcome Indicator</b>	<b>Outcome Type</b>	<b>Time Frame</b>	<b>Please specify date</b>	<b>Data Collection</b>	<b>Evaluate Outcomes Achieved</b>
Supervisors use Safety Leadership resources	<b>Behaviour-Based Outcomes</b> Other outcome type:	<b>Medium Term 1~3 years</b>	January 2021-December 2023	# of people accessing Safety Leadership resources	<ul style="list-style-type: none"> <li>For medium/long term outcomes, evaluate milestones achieved at the end of <u>this</u> fiscal year</li> </ul> 1,297 online supervisory course completions in 2023.

## Section C: Workplan Template – Initiative 1.4

Based on the initiatives you have identified in the [Section B](#), indicate the key activities you will undertake **under each initiative** (focus on activities that will incur high budget/cost). **Please complete one workplan for each initiative.**

<b>Initiative</b>	1.4 Provide coaching and mentoring services to a small to medium size sawmill employer to support supervisors participating in the manufacturing supervisor development program. This initiative is intended to serve as a pilot to determine the value and effectiveness of providing coaching and mentoring to supervisors.
<b>Initiative Goal/ Expectation</b>	A continuation on the supervisor initiatives that were started in 2021. In 2022 six online training modules were developed for the Manufacturing and sector. Units of competency and assessment tools for the Manufacturing sector were also developed and a gap analysis was conducted comparing the competency standard to available resources. In 2023, the goal is to support supervisors working in a small to medium sized sawmill operation.

Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 1: Workplan Details						
List the key activities you will undertake in this initiative.						
Activity Description	Activity Category <i>(Note: this should align with info from your budget template)</i>	Inputs	Budget	Time Frame/ Completion Date	Anticipated Output	Actual Output
Provide coaching and mentoring to supervisors to become more effective.	<b>Consultation Services</b>	1 education consultants, and 1 staff.	\$10,000	Jan–Dec 2023	1. Increased supervisor competence in core supervisory safety skills.  2. Supervisors better understand their roles and responsibilities.	<b>3 - behind</b> Program postponed due to lack of qualified instructor.

You must report outcomes using the same workplan template (outlined below) and submit to WorkSafeBC with the annual report, according to the timeline specified in the funding contract. Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

<b>Part 2: Workplan Measurement</b>					
Based on all the activities you have completed, please evaluate what outcomes have been achieved, how data was collected (e.g. surveys, interviews, etc.), and whether the outcomes align with your KPIs for the initiative. If the outcome indicator is long term, please provide evidence on what milestones have been achieved at the end of this fiscal year.					
<b>Outcome Indicator</b>	<b>Outcome Type</b>	<b>Time Frame</b>	<b>Please specify date</b>	<b>Data Collection</b>	<b>Evaluate Outcomes Achieved</b>
Supervisors demonstrate improved knowledge and skills.	Knowledge-Based Outcomes	Short Term < 1 Year	June 01- December 31, 2023	Participants reports increased knowledge and skills.	<ul style="list-style-type: none"> <li>For medium/long term outcomes, evaluate milestones achieved at the end of <u>this</u> fiscal year</li> </ul>

## Section C: Workplan Template – Initiative 1.5

Based on the initiatives you have identified in the [Section B](#), indicate the key activities you will undertake **under each initiative** (focus on activities that will incur high budget/cost). **Please complete one workplan for each initiative.**

<b>Initiative</b>	1.5 Conduct two workshops for MAG on Inherently Safer Design (ISD).
<b>Initiative Goal/ Expectation</b>	To provide participants with the opportunity to learn to evaluate hazard reduction and ISD principles as well as use the Management of Change (M-O-C) PSM element to incorporate and maintain ISD changes in proposed process changes. Participants will also acquire knowledge of which ISD approaches may be most effective at different stages of a process life cycle

Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

<b>Part 1: Workplan Details</b> List the key activities you will undertake in this initiative.						
Activity Description	Activity Category <i>(Note: this should align with info from your budget template)</i>	Inputs	Budget	Time Frame/ Completion Date	Anticipated Output	Actual Output
Conduct two workshops with MAG and operations staff on principles of Inherently Safer Design (ISD) to manage process risk by eliminating or significantly reducing hazards.	<b>Consultation Services</b>	1 education consultants, and 1 staff.	\$12,330	Jan–Dec 2023	2 workshops on ISD	<b>1 - ahead</b> In total 4 ISD workshops were performed. These included ME/PI x1, WaH x2, CD x1.

You must report outcomes using the same workplan template (outlined below) and submit to WorkSafeBC with the annual report, according to the timeline specified in the funding contract. Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

## Part 2: Workplan Measurement

Based on all the activities you have completed, please evaluate what outcomes have been achieved, how data was collected (e.g. surveys, interviews, etc.), and whether the outcomes align with your KPIs for the initiative. If the outcome indicator is long term, please provide evidence on what milestones have been achieved at the end of this fiscal year.

Outcome Indicator	Outcome Type	Time Frame	Please specify date	Data Collection	<b>Evaluate Outcomes Achieved</b> <ul style="list-style-type: none"><li>For medium/long term outcomes, evaluate milestones achieved at the end of <u>this</u> fiscal year</li></ul>
Employers and workers demonstrate improved knowledge and skills to identify risks and hazards.	Knowledge-Based Outcomes	Short Term < 1 Year	June 01-December 31, 2023	Session/Workshop participants reports increased knowledge and skills	Positive feedback from participants has created the industry desire for more ISD workshops in 2024.

## WorkSafeBC Management Comments

## Board Chair Approval

\_\_\_\_\_  
Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date