

▶ **Tailgate  
Meetings**

*... the safe start to your day*

## **About this book**

This book is intended as a guide to holding forestry tailgate meetings. For the most part it's made up of simple advice, practical forms and examples showing contractors, foremen and crew members how to run tailgate meetings.

The information is aimed at ensuring their tailgate meetings are as effective as possible to keep their crews safe, and to meet any compliance requirements.

The resources are based on material supplied by Brady Clements of Nigel Bryant Logging, Murray Hodgkinson of Moutere Logging, and Bryan Heslop of Bryan Heslop Logging, and Nic Steens – P.F. Olsen. Our thanks to them.

**NOTE:** This resource is intended as guide only and is not legal advice, nor is it a substitute for legal advice. This document is provided for educational and informational purposes only.

## **About Safetree™**

Safetree™ is a source of information for New Zealand's forestry industry to give crews the guidance they need to do their jobs without injury. Sponsored by the industry and government agencies, Safetree™ is part of the Government's commitment to reducing serious harm and fatalities in New Zealand's workplaces by at least 25% by 2020.

Safetree™ provides videos, printable downloads and other resources to help people at all levels of the industry to do their work safely. Whatever the task, and whatever their position in the crew, the message is always to do the job right, do it safely, every single time.

Safetree™ has been developed with the support of:

- ▶ **ACC** – [www.acc.co.nz](http://www.acc.co.nz)
- ▶ **Council of Trade Unions** – [www.ctu.co.nz](http://www.ctu.co.nz)
- ▶ **Forestry Industry Contractors Association** – [www.fica.co.nz](http://www.fica.co.nz)
- ▶ **Forest Owners Association** – [www.nzfoa.co.nz](http://www.nzfoa.co.nz)
- ▶ **WorkSafe New Zealand** – [www.worksafe.govt.nz](http://www.worksafe.govt.nz)

For more information register at [www.safetree.nz](http://www.safetree.nz)

# Contents

What is a tailgate meeting? .....	2
Why hold a tailgate meeting? .....	3
Responsibilities .....	3
What's discussed in a tailgate meeting? .....	4
Plan for the day .....	5
Safety zones .....	5
Hazards .....	6
Training and supervision .....	7
Record keeping.....	7
Workbook examples .....	8
Daily workbook .....	8
Cable crew form – front page .....	9
Cable crew form – back page .....	10
Ground based crew form – front page .....	11
Ground based crew form – back page .....	12
Whiteboards.....	13
Whiteboard with working plans.....	14
Safe day board.....	15
Stay safe.....	16

## What is a tailgate meeting?

A tailgate meeting is a brief safety talk or meeting that's usually given by the forestry crew owner or foreman at the very start of any shift.

A tailgate meeting is a requirement under the forestry ACoP (2.5.2). That's because it's an essential part of discussing and recording every crew's working day, whether they're a cable harvesting, ground based, mechanised or woodlot crew. It's how they learn the latest safety information or procedures they'll need to know to keep safe during their shift. It's how they plan out the day in terms of hazards and controls for those hazards.

There are many ways to hold a tailgate, or toolbox, meeting. Some crew bosses or foremen like to use a customised workbook or diary-type resource; others will have sheets of paper they file in a folder, while others use a whiteboard as well as a customised workbook. Examples of both can be seen later in this book.

Some meetings are quite informal and not recorded. But the best are formal, with everything discussed, agreed and documented. That's best practice to ensure safety, and it also shows the crew is doing everything it can to comply with ACoP and WorkSafe requirements.

**WHO GOES?** Everyone. All crew members must go to tailgate meetings so everyone knows the hazards. All crew must be actively encouraged to speak up, offer opinions and ask questions. This makes them more engaged and more committed to a safety culture. If anyone cannot go, they must be updated as soon as possible.

## Why hold a tailgate meeting?

Tailgate meetings are an essential part of running a safe operation and are part of the forestry ACoP's expected practices.

That's because:

- ▶ forestry is a high-risk industry and far too many people are killed or injured on the job
- ▶ the work environment changes daily and the tailgate meeting is the main time everyone's together to discuss what's happening
- ▶ good planning and hazard management needs the input, agreement and co-ordinated effort of everyone in the crew.

## Responsibilities

The tailgate meeting are an opportunity to remind everyone about their safety responsibilities.

### Employers:

- ▶ Must provide a safe place of work, identify and control hazards
- ▶ Inform, supervise, and train employees
- ▶ Provide safe operating procedures and enforce safe practices
- ▶ Follow all appropriate regulations and codes of practice.
- ▶ Keep records.

### Employees:

- ▶ Must comply with all relevant regulations and codes of practice
- ▶ Attend and contribute to regular tailgate meetings
- ▶ Contribute to hazard identification and control
- ▶ Be part of developing emergency procedures
- ▶ Report accidents, incidents and near hits
- ▶ Monitor and enforce safety rules
- ▶ Wear all safety clothing and personal protective equipment (PPE)
- ▶ Be committed to their own safety and the safety of others in the workplace.

## **What's discussed in a tailgate meeting?**

What's discussed in a tailgate meeting will depend on the day's operations, work plan and identified hazards.

It's best if there's an agenda-type form to make sure everything gets covered (see an example on pages 9-12). Remember to file all meeting notes so they can be referred to later – either by the crew or WorkSafe and/or the contractor or principal if necessary.

These are some common topics for tailgate meetings that should be covered as a bare minimum:

- ▶ Are all crew present?
- ▶ Discuss the plan for today
- ▶ Does the original plan need updating? This must be documented and an authorisation signed
- ▶ Who's doing what job today?
- ▶ Communication procedures to be used for that day (crucial to operational and safety decision making throughout the day)
- ▶ Discuss what happened yesterday (any lessons learned, upset conditions strategies to be recorded, any near misses, training or supervision, were yesterday's controls effective?)
- ▶ Danger zones for each line or day's work
- ▶ An assessment of safe retreat positions (SRPs) for the day's work
- ▶ Where the faller is working and the two tree length rule (if falling is in operation)
- ▶ Hazards – known or new
- ▶ Effect controls for the hazards identified – Eliminate, Isolate, Minimise
- ▶ How are any changes to the plan going to be dealt with?

If these topics are discussed each day, the requirements from the ACoP, the Best Practice Guidelines and WorkSafe should be covered.

## Plan for the day

As part of the tailgate meeting, discuss the proposed plan for the day's work. Everyone needs to know what job they are doing, what level of responsibility they have, and what decisions they're allowed to make for themselves. Discuss whether there will be any system changes, block shifts, downtime planned for the day, etc.

## Safety zones

**Breaking out:** The zone system relies heavily on the breaking out team (head breaker out, breaker out/s, foreman, hauler operator) assessing the work setting and its hazards, then dividing the breaking out face into zones.

At the beginning of the shift or the day's work, the extraction crew decides where the boundaries for the different zones are and agree a SRP for each zone. These zones are then marked on a map of the setting and physical features or hazards are identified on the ground. This is often done on a whiteboard that sits where the crew takes their breaks. During the day, the hauler operator should then document each change and the time it occurred on the safe retreat position plan, as it's called in.

**Tree falling:** The faller has responsibility for monitoring and maintaining their felling area, granting permission for people to enter, and ensuring the two-tree length rule is followed. If a machine is using a track that's going within two tree lengths of where the tree faller is working, this needs to be documented with the appropriate controls put in place. If the tree faller is working within two tree lengths of a road, track or accessway, or there's a risk a tree may fall onto these, this needs to be documented with the appropriate controls put in place.

Again, these areas should be marked on a map of the setting. If there's no tree falling happening on the day, this should be documented indicating the two-tree length rule does not apply today.

**The landing:** When the landing is changed because of a change in pulling direction, or a different system is now in place, safety zones at the landing will have changed from the original skid plan. Consider: Where is the processor pointing? Is the chain shot out into the clear away from any machine or people? Is the loading zone adequate? Is the safe zone in the best place?

## Hazards

Critical to any health and safety management system is having clear procedures to ensure any hazards are picked up before any operation begins.

Once hazards are identified, every crew member needs to be told about them. They must be documented and specific control plans created to **Eliminate, Isolate, or Minimise** the problem.

For all hazards:

1. Try to **Eliminate** the hazard
2. If that can't be done, try to **Isolate** the hazard from the crew or the crew from the hazard
3. If neither will work, then the hazard must be **Minimised**, usually by using personal protective equipment (PPE).

Significant hazards – ones that could cause serious harm – must immediately be isolated by the crew and everyone who could be affected by the hazard told about it. They should be kept away from the hazard, or the site kept clear, until the contractor, or someone the contractor has delegated – such as the foreman – can deal with it.

Pay particular attention to any hazards highlighted on the plan:

- ▶ Existing hazards should be reviewed first to make sure the controls are still effective
- ▶ New hazards can then be dealt with once the crew is sure all known hazards are managed.

Record any new hazards and their controls in the hazard register and date them.



## Training and supervision

The ACoP requires all employees to be suitably trained to perform the tasks they need to do, or be supervised until they are trained and competent. Tailgate meetings are a very good way of discussing relevant information, and reinforcing training and supervision.

If there's a new person in your crew who needs close supervision or training, this should be discussed at the tailgate meeting and the appropriate arrangements made. Sometimes on-the-spot, unplanned training or supervision happens during the day. That means it wouldn't have been recorded as part of that day's plan, so by reviewing what happened yesterday during the tailgate meeting, any spontaneous training or supervision can be noted.

## Record keeping

Along with safety records needing to be available for audits by the forest company, principal or WorkSafe, there are many other good reasons to keep robust tailgate meeting records.

They:

- ▶ reinforce to the crew how important safety is
- ▶ show how the crew manages healthy and safety
- ▶ can be referred to at other times, such as enabling the crew to look back to see how they dealt with a situation, saving them time when they strike it again
- ▶ help new crew members understand how the crew works
- ▶ can be a record of supervision and training, as well as equipment breakdowns and/or equipment changes.

## Workbook examples

Most crew owners will have their preferred way of running a tailgate meeting, including what equipment they use to illustrate and record what's discussed. For some that's following and filling out an agenda-like form they've had made into a workbook, or they might write everything up on a page in a diary.

They might also choose to just write everything up on a whiteboard – if they take this option, they should take a digital photo of the whiteboard and save it for later reference.

They might also do a mixture of both, using a workbook and then writing details up on a whiteboard for the crew to refer to throughout the day.

## Daily workbook

In a daily workbook, the crew has one page for each day. The front side is a checklist of all the common topics they have to cover in the tailgate meeting, with tick boxes to check off when that topic's been discussed. Over the page, on the flipside, there's an area for "plan for the day" and "discussion points" to document what action they need to take. There's also space to note down safety issues and known hazards.

The following are examples of tailgate meeting forms crews might use: The first is the main page for a cable harvesting crew, followed by its flipside. Next is a form aimed at a ground based crew, with areas they need to focus on.

Digital files of the forms are available at [www.safetree.nz](http://www.safetree.nz) and crews are welcome to download them and print them off. They might also like to take them to a printer to have it made up into a workbook.

# Tailgate Meeting Form Cable Crew



ST.V1.3071

..... / ..... / ..... | **KEY:** ✓ = Discussed, No Issues. X = Action Required, Control put in place. / = Not Applicable for the day.

**FIT FOR WORK – Refer to Management Chart on Front Page When Required**  Action Required

- |   |  |  |
|---|--|--|
| <input type="radio"/> State of Mind                 | <input type="radio"/> Understand Plan for the day          | <input type="radio"/> Plenty of Water & Food   |
| <input type="radio"/> Tiredness (Good night sleep?) | <input type="radio"/> Weather Conditions (Hot, Wet, Windy) | <input type="radio"/> Scheduled Time for Smoko |
- .....

**BREAKING OUT REQUIRED**  Action Required

- |   |   |                                  |                                |
|---|---|----------------------------------|--------------------------------|
| <input type="radio"/> Head Breaker Out              | <input type="radio"/> Radios/Communication  | <b>Hauler System Used</b>        |                                |
| <input type="radio"/> Zones (Red, Green, Orange)    | <input type="radio"/> Fluids/Sunscreen      | <input type="radio"/> High-Lead  | <input type="radio"/> Grapple  |
| <input type="radio"/> Retreat Distances             | <input type="radio"/> PPE in Good Condition | <input type="radio"/> Scab       | <input type="radio"/> Shot-gun |
| <input type="radio"/> Area for Poleman still safe?  | <input type="radio"/> New Workers           | <input type="radio"/> North-bend | <input type="radio"/> Other    |
| <input type="radio"/> Changes to Breaking out Plan? |   |                                  |                                |

**FELLING (Mechanised & Manual)**  Action Required

- |   |  |   |
|---|--|---|
| <input type="radio"/> Road Control/Banners        | <input type="radio"/> Individual or Assisted felling | <input type="radio"/> First Aid Kit                                       |
| <input type="radio"/> Wind Direction/strength     | <input type="radio"/> Radios/Communication           | <input type="radio"/> Stump Heights                                       |
| <input type="radio"/> Difficult areas/Wind-throw  | <input type="radio"/> Check in to:                   | <input type="radio"/> Slope   |
| <input type="radio"/> Entering 2 Tree length zone | .....  | <input type="radio"/> Changes to Felling Plan?                            |
|   | <input type="radio"/> PPE in Good Condition          | <input type="radio"/> Machine Assisted Felling<br>– <b>Plan in place?</b> |

**SKIDS REQUIRED**  Action Required

- |  |  |   |
|--|--|---|
| <input type="radio"/> Safe Stock Level: ..... Loads  | <input type="radio"/> Machine Zones / Loading zone | <input type="radio"/> New Workers           |
| <input type="radio"/> Signs all up, placed correctly | <input type="radio"/> Skid Conditions              | <input type="radio"/> Eye Protection        |
| <input type="radio"/> Slash/Slovens                  | <input type="radio"/> Communication in Place       | <input type="radio"/> PPE in Good Condition |
| <input type="radio"/> Safe Zones-Still safe?         | <input type="radio"/> Changes to Skid Plan?        |   |

**SAFETY** (Extra space on following page if required)

Issue, Safety Observation/Information	E,I,M	Action/Controls
New Daily Hazards	E,I,M	Controls



# Tailgate Meeting Form Ground Based Crew



ST.V1.3071

..... / ..... / ..... | **KEY:** ✓ = Discussed, No Issues. X = Action Required, Control put in place. / = Not Applicable for the day.

**FIT FOR WORK – Refer to Management Chart on Front Page When Required**  Action Required

- State of Mind
- Tiredness (Good night sleep?)
- Understand Plan for the day
- Weather Conditions (Hot, Wet, Windy)
- Plenty of Water & Food
- Scheduled Time for Smoko

**FELLING (Mechanised & Manual)**  Action Required

- Entering 2 Tree Length zone
- Road Control/Banners
- Wind Direction/strength
- Difficult areas/Wind-throw
- Entering 2 Tree length zone
- Individual or Assisted felling
- Radios/Communication
- Check in to: .....
- Check in to: .....
- First Aid Kit
- PPE in Good Condition
- Slope
- Changes to Felling Plan?
- Machine Assisted Felling - **Plan in place?**

**SKIDS REQUIRED**  Action Required

- Safe Stock Level: ..... Loads
- Signs all up, placed correctly
- Slash/Slovens
- Safe Zones-Still safe?
- Machine Zones / Loading zone
- Skid Conditions
- Communication in Place
- Changes to Skid Plan?
- New Workers
- Eye Protection
- PPE in Good Condition

**EXTRACTION**  Action Required

- New Tracking Required
- Ground conditions
- Slope (Refer to slope matrix)
- Adequate Run-offs
- Rocky Outcrops/Batters/Bluffs
- Manual Breaking out for Ground Based Machine (skidder or tractor)

Terrain	Slope	Dry Soft Surface	Dry Hard Surface	Extremely Wet Soils	Black/Blue Wet Soils	Damp Clay or Granite
Very Steep	23°-26°	Area to be tracked or meet conditions below	Area to be tracked or meet conditions below	No Machinery	No Machinery	Area to be tracked
Steep	20°-22°	Grousers Straight up & down	Grousers Straight up & down	No Machinery	Grousers Straight up & down	Grousers Straight up & down
Hilly	15°-19°	Grousers Straight up & down	Grousers Straight up & down	Grousers Straight up & down	Grousers Straight up & down	Grousers Straight up & down
Rolling	0°-14°	No Grousers Required	No Grousers Required	No Grousers Required	No Grousers Required	No Grousers Required

**SAFETY** (Extra space on following page if required)

Issue, Safety Observation/Information	E,I,M	Action/Controls

**Tailgate Meeting Form  
Ground Based Crew**



ST.V1.3071

**SAFETY**

New Daily Hazards	E,I,M	Controls

Training/Supervision Requirements		
Name	Job/Task	Supervised by Whom
Name	Job/Task	Supervised by Whom

**MAINTENANCE**

Machine	Work, Maintenance/Services Required	Urgency

**SIGNATURES**

**PLAN FOR THE DAY**

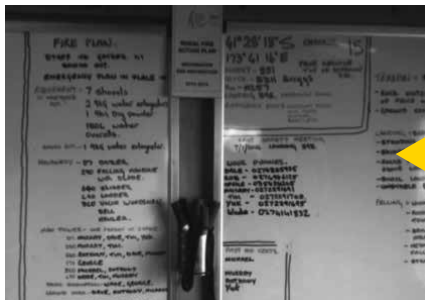
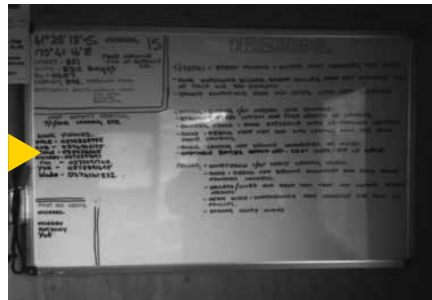
**DISCUSSION POINTS OR COMMENTS**

## Whiteboards

Crews can use whiteboards for their tailgate meeting. These images show a crew that uses three whiteboards, each for a different purpose. They take a photo as a permanent record of the whiteboard information as part of their recordkeeping.

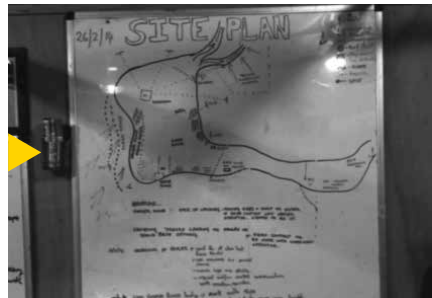
This crew uses a Falcon claw in their operation as much as possible, and are also using a mechanised tree felling machine. That means they can avoid using manual breaking out or tree felling whenever possible.

The first board has all their identified hazards with the controls for each hazard. They add to these as more and/or new hazards are identified. The foreman likes this because each morning everyone can see what the hazards for each area are.



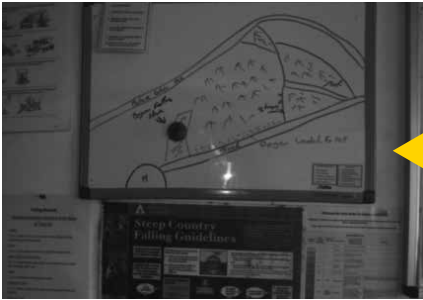
The second board has the emergency information, including the GPS coordinates for the site's location, should a helicopter need to be called.

The third board has the crew's skid plan on it, which they can alter as changes happen on the skid. They find these boards helpful for when visitors arrive at their site because they can show the visitors the boards without having to explain every last detail.



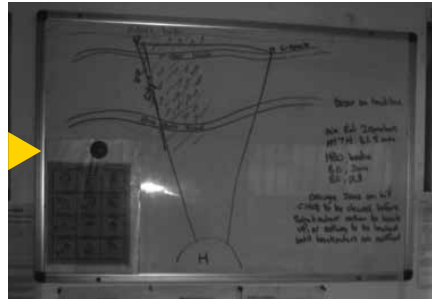
## Whiteboard with working plans

This example is from a crew that does manual tree felling and manual breaking out.



The first photo is their breaking out plan.

The second photo is their tree felling plan for the day.



They draw a fresh diagram each Monday and add to it through the week, starting again the following Monday.

They use these along with a customised tailgate book they have made, taking a photo to record the whiteboard information for record keeping.

They find this works well for them as it helps the crew visually understand what's happening for the day.



# Safe day board

Some crews use a safe day board, which is formatted on either a whiteboard or laminated paper. Every day they go through, filling the board out, then take a photo for their record keeping.

The crew members work their way down "Rate yesterday", ticking off anything that happened in the "Check the reason" column. They then work their way down the "Achievement" and the "Check the behaviour" column.

The third part is filling out the column "Check for changes".

Once they have the reason (1), the behaviour (2), and the changes (3), they then transfer this to the middle section, which asks them to:

1. Identify the most significant reason, behaviour or change?
2. Discuss – ask what, why, when, where did it happen?
3. How do we control it? What can we do better?

## TAKE 3 TEAM TAIL GATE

<input checked="" type="checkbox"/> Rate yesterday		<input checked="" type="checkbox"/> 1. Check the reason	
1	safe and sound	near hit or harm	<input type="checkbox"/>
	↓	uncontrolled hazard	<input type="checkbox"/>
2	right first time	rule or policy breach	<input type="checkbox"/>
	↓	selection error	<input type="checkbox"/>
3	process control	planning/organisation	<input type="checkbox"/>
		lack of communication	<input type="checkbox"/>
		waste or downtime	<input type="checkbox"/>
		poor supervision	<input type="checkbox"/>
		poor spacing, dephasing	<input type="checkbox"/>
<input checked="" type="checkbox"/> Achievement		<input checked="" type="checkbox"/> 2. Check the behaviour	
name: _____		risk taking, rushing <input type="checkbox"/>	
job: _____		too many chiefs <input type="checkbox"/>	
best ever: _____		stress - fatigue <input type="checkbox"/>	
current: _____		not asking for help <input type="checkbox"/>	
		couldn't care attitude <input type="checkbox"/>	
		intentional violation <input type="checkbox"/>	

## 3 MINUTES 3 QUESTIONS

1	Identify the most significant reason, behaviour or change
2	Discuss - ask what, why, when, where did it happen?
3	How do we control it? What can we do better?

daily focus statement

	result		
1	risk	<input type="checkbox"/>	<input type="checkbox"/>
	H	2	3
2	L	1	2
3	unacceptable risk - Stop, fix		
	2 actively reduce the risk		
	1 tolerable risk, closely monitor		
<input checked="" type="checkbox"/> 3. Check for changes			
	resources, manpower	<input type="checkbox"/>	<input type="checkbox"/>
	surroundings, hindrance	<input type="checkbox"/>	<input type="checkbox"/>
	weather conditions	<input type="checkbox"/>	<input type="checkbox"/>
	changes to the plan	<input type="checkbox"/>	<input type="checkbox"/>
	stored energy	<input type="checkbox"/>	<input type="checkbox"/>
	pressure to finish	<input type="checkbox"/>	<input type="checkbox"/>

The result becomes their focus for the day. The crew doesn't forget the less significant answers, but filling out this form helps them put any issues into perspective and prioritise the most important.

## **Stay safe**

A tailgate meeting is a vital part of keeping crews safe for the day's work. It informs them of the day's safety issues and reinforces safety messages.

In short, an effective tailgate meeting can be the difference between a productive and effective crew and an uncontrolled operation that could face high costs and unexpected incidents.

Ultimately, a tailgate meeting could mean the difference between life and death.

Safetree has a toolbox of resources on all parts of forestry operations that can be used during a tailgate meetings or as general information.

**Please register at [www.safetree.nz](http://www.safetree.nz) for more resources.**

**And remember: You are the key.**

***safetree***  <sup>TM</sup>  
You are the key

Check ***safetree.nz*** for more details



An introduction  
to Safetree™