

Guideline for immediate post
Crane Incident Management

1. CRANE ASSOCIATION OF NEW ZEALAND (INC.)

The Crane Association of New Zealand (Inc.) was established in 1975 by crane owners to represent their interests. Today crane owners with all types of machines are members as are many suppliers to the industry.

The Association places a great deal of importance on training and safety and has succeeded in raising the standards of operation and efficiency across the face of the crane industry.

By supporting its members in these and other operational objectives the New Zealand crane industry has become an international benchmark of success in these areas.

The Association is the voice of the crane industry and recognised by the New Zealand government and the general public alike as the official representative on all matters relating to the safety and operation of cranes.

MORE INFORMATION

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The members area of the Crane Association website provides further resources and toolbox talks for the education and management of hazards. This includes comprehensive lift plans.

1.1 DISCLAIMER

While every reasonable effort has been made to ensure that the information contained in this document is complete and accurate, the Crane Association of New Zealand Inc. does not represent or warrant the accuracy or completeness of the information, or that this information is suitable for use in every situation. The Association, and its directors and officers, do not accept any responsibility or liability arising directly or indirectly from or in connection with your use or reliance on this information, or from any omission in the information.

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ACKNOWLEDGEMENT

This Guideline for Immediate Post Crane Incident Management is published by the Crane Association of New Zealand (Inc.) and has been prepared in collaboration with crane companies who have previously been involved in crane incident investigations and have collected the following information which may be of assistance to your company and your investigation.

Adherence to the Pressure Equipment, Cranes and Passenger Ropeway Regulations, Approved Code Of Practice For Cranes is recommended.

This guideline has been prepared in consultation with:

- » Digital Training & Assessment Ltd
- » HEB Construction Ltd
- » Lyttelton Port of Christchurch Ltd
- » Transport Specifications Ltd
- » 360 Safety Solutions Ltd
- » The Fletcher Construction Company Ltd
- » Ian Roebuck Crane Hire Ltd
- » McLeod Cranes Ltd
- » Waikato Cranes Ltd

Parts of this guideline have been generated from Members who have previously been investigated by the High Hazard Unit of WorkSafe New Zealand.

Feedback

This document is published by the Crane Association of New Zealand (Inc.). We would welcome any feedback. Feedback drives innovation and continually improves the advice we can provide our members.

Members of our association are responsible crane owners and users that have made the decision to join so they can stay informed on all industry trends from the latest plant to how we can work smarter and safer. Together our members make the difference!

The Crane Association recommends using one of our members on your next project!

Please send all feedback to: feedback@cranes.org.nz

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2. PURPOSE

The purpose of this guideline is to provide practical guidance for crane companies in post incident management.

It is not the purpose of this guideline to cover the investigation process. The guideline only provides advice on the first steps that may need to be taken immediately post incident.

The Crane Association of New Zealand (Inc.) can provide further advice including access to investigation services should this be required.

3. WHAT CONSTITUTES AN INCIDENT?

An incident can come under the following categories but is not limited to:

- Fatality
- Serious Harm
- Lost Time or Process Incident
- Near Miss
- Environmental
- Property damage
- Medical treatment injury

This may also include any incident that causes a Business Risk (Business Continuity)

4. HAVE A PLAN

Have a plan in place before the incident. Every company should have a incident plan in place not only so that people know what to do, but to know who will be responsible for doing it. The plan should have names and numbers of whom to call, and should be in a place known and available to all for easy access in the event of an incident occurring.

Your company Health and Safety Management Plan should include procedures to follow in case of a serious incident. At a minimum it should contain contact information, including mobile phone numbers, where applicable, for those persons the project will contact in case of a serious incident. Note: In an Incident all costs associated to the incident sit with the Principle and the company that is involved. So a plan is really important for the right decisions to be made.

Many of the functions in this guideline can be carried out simultaneously.

The following approach to incident investigation is copied from a guideline available from the Worksafe NZ website.

An approach to incident investigation

1. Who should investigate

Only people with the appropriate skills and experience should investigate incidents.

If there was serious harm or the potential for it, and there is a likelihood of a recurrence, a group approach to investigation could be justified. It will bring a range of skills and perspectives to bear.

2. Gather all the facts

What happened?

Interview witnesses and describe events in detail, using any photos, diagrams or other exhibits that may be appropriate.

Has the prescribed accident report form been completed and WorkSafe NZ or any other agencies been informed?

Be sure you understand the sequence of events fully before any analysis takes place.

3. Identify all the hazards involved

Identify all the hazards involved.

Consider:

- Equipment, materials, etc.
- Work practices and procedures
- The work environment
- Health issues
- Are any hazards significant, i.e. likely to cause serious harm?

4. Assess the hazard controls in place

- What controls were in place, and why didn't they work?
- What is needed?
- Is there a need to train or inform employees?

5. Decide on future action

Describe fully what needs to be done to prevent further accidents or incidents.

Who should do what, and by when?

6. Inform all those affected

Inform everyone who needs to know, not only those directly involved. This is likely to involve circulating your report, or a summary of its findings.

7. Follow up

There must be checks to ensure that recommended changes have been made and results achieved. This relies on measures being in place to ensure people are accountable for their actions, or lack of actions.

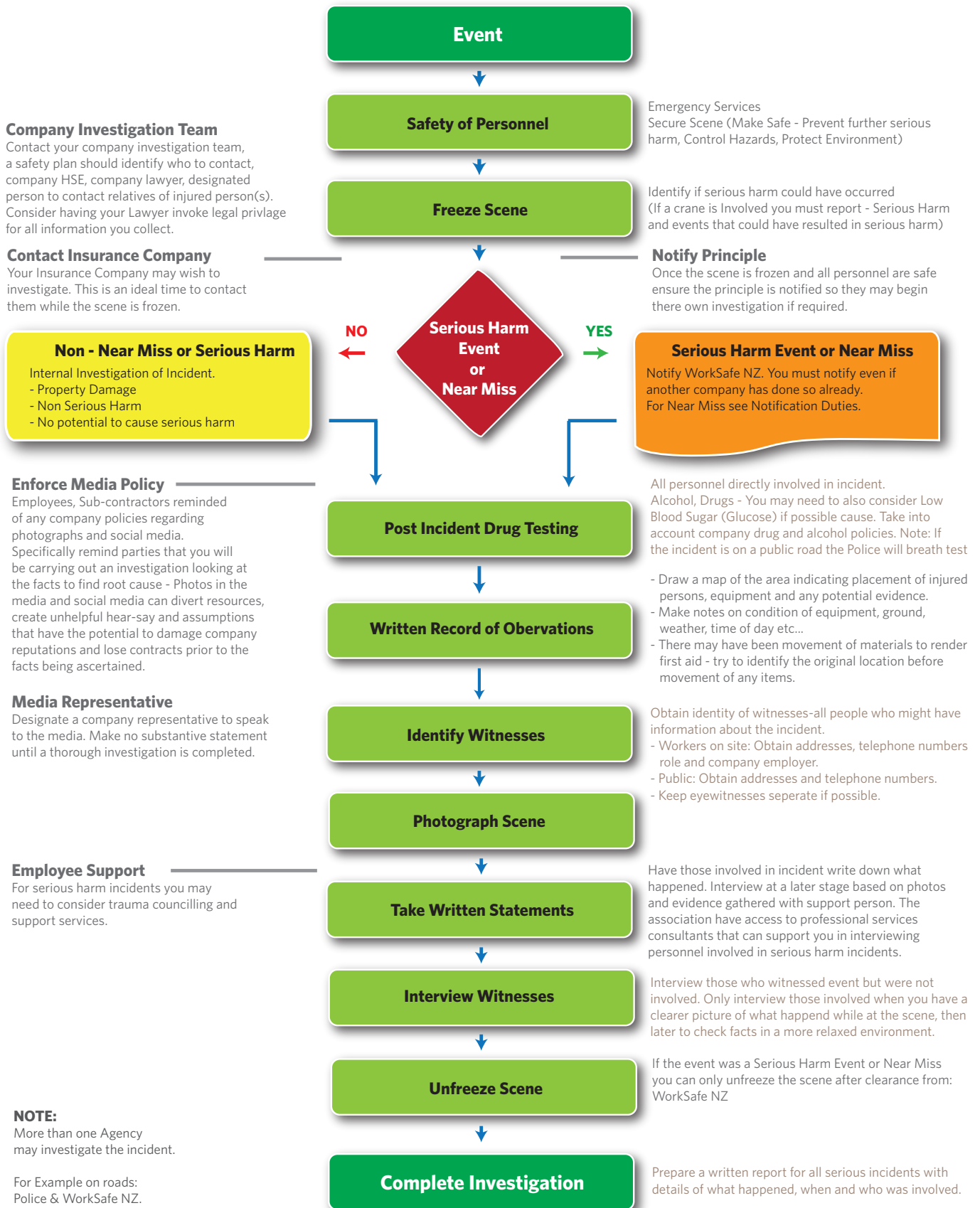
Note:

WorkSafe NZ have an accident investigation form you can download see Duty Holder Review Section 10.

The following guide is from the Crane Association of New Zealand (Inc.) and takes the general approach described above further to cover incidents that may occur in our industry and what should occur in the hours immediately post incident to ensure the best chance of obtaining the root cause through investigation specifically covering Steps 1 - 2 above.

5. INCIDENT FLOW CHART

This incident flow chart is designed as a prompt for the correct gathering of information post incident and to ensure appropriate actions have occurred.



6. CHECKLIST

POST INCIDENT CHECK LIST

<input type="checkbox"/>	Safety of Personnel Take immediate steps to prevent further injury on site a. Evacuate, if necessary b. Prevent entry by anyone other than medical or investigation team c. Shut down operations Take care of any injured persons a. Stay with and comfort injured persons b. Call 111	
<input type="checkbox"/>	Freeze Scene Preserve the site by roping off the area or otherwise preventing access. See Employee Support below.	
<input type="checkbox"/>	Contact <ul style="list-style-type: none">• Company Investigation Team / Emergency Contacts• Company Representative - To contact family of injured• Insurance Company• Company Lawyer - <i>Consider invoking legal privilege of investigation information</i>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	Serious Harm/Near Miss Contact WorkSafe New Zealand	
<input type="checkbox"/>	Media <ul style="list-style-type: none">• Media Representative assigned• Media Policy enforced	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	Post Incident Drug and Alcohol Testing Complete post incident drug and alcohol testing as per company policies	
<input type="checkbox"/>	Written Record of Initial Observations <ul style="list-style-type: none">a. Draw a map of the area indicating placement of injured person(s), equipment and any potential evidence.b. Make notes of conditions of equipment, ground, weather, time of day, sun position etc...c. There may have to be movement of materials to render first aid - try to identify the original location before the movement of any items.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	Identity of Witnesses Obtain the identity of witnesses - all people who might have information about the incident. <ul style="list-style-type: none">a. Workers on site: Obtain addresses, telephone numbers, role and company employer.b. Member of the public: Obtain addresses and telephone numbers.	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	Employee Support For serious harm incidents you may need to consider trauma counselling and support services. Employees should be seen by support services before leaving scene.	
<input type="checkbox"/>	Commence Investigation <ul style="list-style-type: none">• Photograph Scene• Take written statements• Interview Witnesses	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

7. WHAT NOT TO DO

The goal is to provide appropriate, true, and timely information to all inquiries - but not to casually discuss with others or speculate on why or how the incident happened.

Here is a checklist of some things to remember **not** to do:

1. Do not move an injured person except to prevent greater injury - wait for medical personnel including first aid trained employees.
2. Do not resume operations in the area without permission from the inspecting body.
3. Do not distribute photographs outside the company.
4. Do not talk to anyone outside the company (except the company lawyer or investigation team) speculating about what happened.
5. Do not talk to the media unless you are the designated company representative.
6. Do not speculate about the cause of the incident or the extent of the injuries to others or in written reports or notes.
7. Do not speculate as to whose fault the incident might have been.
8. Do not admit fault on behalf of yourself or the company before fault has been conclusively established. Think Insurance - "Never comment on **Liability**"
9. Be very cautious about communications - especially to anyone outside the company.
10. Do not unfreeze the scene unless authorised by the appropriate authority.
11. Do not investigate if you don't have the appropriate skills, consider using someone with experience in investigating accidents.

8. THE STEPS TO BE COVERED

Safety of Personnel

Secure the Injured Person

- a. Know who, if anyone, on site has first aid training.
Ideally consider first aid training for all crane operators.
- b. Instruct the person reporting the incident and others generally to only move the injured person to the extent necessary to prevent further injury **if safe to do so** until a person trained in first aid arrives. There may have to be movement of materials to render first aid - try to identify the original position before movement of any items.
- c. Call 111 and direct services to an entrance to the site with appropriate access to the person. Make certain that the entrance is suitable for the particular emergency equipment. Have someone assigned to direct services.
- d. Put someone in charge at the scene, Make sure that person stays with and comforts the injured person until help arrives and only then begins with assistance to control the scene of the incident.
- e. If the injured person is an employee of a subcontractor, contact the injured persons supervisor and appropriate safety personnel to provide assistance. Generally the sub-contractor should have a safety program which includes incident procedures which should be implemented.
- f. The sub-contractor employer should contact the family of the injured person immediately. In the most serious cases, personal (and management) contact should be considered.
- g. The injured person should be accompanied to the hospital by project personnel, if practical.
- h. In case of death and serious injury, it is appropriate for any project personnel to express their condolences to the family. However in some instances you may be directed by the Police to make no contact until the victims relatives give permission.

Freeze the Scene

Secure the scene of the incident

- a. Take immediate steps to prevent further injury on site.
- b. Evacuate the incident area. (Remember to keep witnesses available on site for statements etc...)
- c. Preserve the site by roping/taping off the scene or otherwise preventing access.
- d. Prevent entry to the scene area by anyone other than medical or investigative teams.
- e. Shut down operations in the affected area. In fatality cases consider shutting down the work site.
- f. Do not allow changes to the scene except as necessary to provide assistance until the scene has been "released" by the appropriate authority.
- g. Interview by Work Safe and Police are only to be given when the employee has had the correct legal briefing and is in an appropriate state of mind.
(Legal Advice on Interviews should be obtained).

Serious Harm or Near Miss

Notification of workplace accident, unsafe situation or serious harm

Employers, principals and self-employed persons must notify the WorkSafe NZ as soon as possible of workplace accidents and occurrences of serious harm.

See appendix A for serious harm definition.

Notification duties - Pressure Equipment, Cranes and Passenger Ropeway Regulations

Every controller is required to notify the WorkSafe NZ as soon as possible near after an incident involving a crane which could have resulted in serious harm.

See appendix B for Notification Duties - Pressure Equipment, Cranes and Passenger Ropeway Regulations.

Media Policies

Enforce Media Policy. Employees, Sub-contractors reminded of any company policies regarding photographs and social media. Specifically remind parties that you will be carrying out an investigation looking at the facts to find root cause - Photos in the media and social media can divert resources, create unhelpful hear-say and assumptions that have the potential to damage company reputations and lose contracts prior to the facts been ascertained.

The Media

Once injured person(s) and the scene have been secured and proper notification given, our goal is to provide appropriate, true and timely information to all media enquiries. The process of sharing information is most effective after the details have been analysed. If the job site is contacted by media, refer them to the spokesperson or a member of the emergency management team.

Only employees authorised by the spokesperson or the emergency management team should speak to the news reporter or the press.

If a news reporter or the media asks you for information, you should:

1. Be courteous
2. Advise them that information will be forthcoming from the communications spokesperson as soon as an investigation is conducted and the facts can be ascertained.
3. Take the person's name and phone number and inform them that they will be contacted.
4. If a situation arises in which you are forced to respond to the media, please keep the following points in mind:
 - i. Prior to speaking or responding to the media, contact _____ or _____.
 - ii. Be factual, be concise. Don't guess at what you think happened. For example: you might say, "The incident/accident involving a _____ occurred approximately ___ hours ago. We will have details upon conclusion of the investigation. All information will be available from our spokesperson. He/She can be reached at: _____."
 - iii. Do not make any comments off the record.
 - Do not say no comment.
 - Do not predict future actions.
 - Do not place blame or make any comment that can be construed as an accusation.
 - Be professional
 - Do not smoke, chew gum or eat anything while responding.
 - It is acceptable to offer sympathy to the victims and/or family

Post Incident Drug Testing

Under the Health and Safety in Employment Act 1992, and its Amendments, employers have an obligation to take "all practicable steps" to ensure the safety of employees while at work. Drugs and Alcohol are listed in the Amendments as being a potential hazard. The introduction of drug testing in the workplace (particularly in safety sensitive areas) is one way in which employers can meet their obligations.

Workplace drug testing must, however, take account of several laws including the Privacy Act 1993, the New Zealand Bill of Rights Act 1990, and the Human Rights Act 1993.

Drug and alcohol testing should take place as soon after the incident as possible. If injured persons are hospitalised then this process can take place by hospital staff.

Written Record of Observations

- Draw a map of the area indicating placement of injured persons, equipment and any potential evidence.
- Make notes on condition of equipment, ground, weather, time of day etc...
- There may have been movement of materials to render first aid - try to identify the original location before movement of any items.

Identify Witnesses

Obtain identity of witnesses-all people who might have information about the incident.

- Workers on site: Obtain addresses, telephone numbers role and company employer.
Don't allow anyone to leave until you have all the details.
- Public: Obtain addresses and telephone numbers.

Photograph Scene

Photography is one of the most useful tools to the investigation team. It can document the situation as it exists now, or the situation as it changes due to movement or disassembly. Before anything is moved, ensure that plenty of photographs are taken, both of the general area and specific items. If possible use someone trained in investigation to photograph the scene. Remember that now with mobile phones there may be video or other photos available of the scene pre incident and post incident before items were moved.

See appendix C for the types of photos that should be taken in a crane incident.

Take Written Statements

Have those involved in the incident write down a written statement of what happened. Interview at a later stage based on photos and evidence gathered with support person. The association has access to professional companies that can support you in interviewing personnel involved in serious harm incidents.

The written statement should state:

1. The person giving the statements: Full Name
2. The person giving the statements: Address
3. The person giving the statements: Employer
4. The person giving the statements: Position
5. The person giving the statements: Contact Number
6. The date and time of the statement
7. What the statement is in reference to: The Incident
8. The statement
9. The words: The foregoing statement is true to the best of my knowledge and memory
10. The person giving the statements signature / Date
11. The person witnessing the statement Name / Signature / Date

Eyewitness Accounts

Although there may be occasions when you are unable to do so, every effort should be made to interview witnesses. In some situations witnesses may be your primary source of information because you may be called upon to investigate an accident without being able to examine the scene immediately after the event. Because witnesses may be under severe emotional stress or afraid to be completely open for fear of recrimination, interviewing witnesses is probably the hardest task facing an investigator.

Witnesses should be kept apart and interviewed as soon as possible after the accident. If witnesses have an opportunity to discuss the event among themselves, individual perceptions may be lost in the normal process of accepting a consensus view where doubt exists about the facts.

Witnesses should be interviewed alone, rather than in a group. You may decide to interview a witness at the scene of the accident where it is easier to establish the positions of each person involved and to obtain a description of the events. On the other hand, it may be preferable to carry out interviews in a quiet office where there will be fewer distractions. The decision may depend in part on the nature of the accident and the mental state of the witnesses

Interviewing Witnesses

Interviewing is an art that cannot be given justice in a brief document such as this, but a few do's and don'ts can be mentioned. The purpose of the interview is to establish an understanding with the witness and to obtain his or her own words describing the event:

DO...

- put the witness, who is probably upset, at ease
- emphasize the real reason for the investigation, to determine what happened and why
- let the witness talk, listen
- confirm that you have the statement correct
- try to sense any underlying feelings of the witness
- make short notes or ask someone else on the team to take them during the interview
- ask if it is okay to record the interview, if you are doing so
- close on a positive note
- Interview at the scene then later re-interview in a more relaxing environment to ensure all details remain the same and nothing is missed.

DO NOT...

- intimidate the witness
- interrupt
- prompt
- ask leading questions
- show your own emotions
- jump to conclusions

Ask open-ended questions that cannot be answered by simply “yes” or “no”. The actual questions you ask the witness will naturally vary with each incident, but there are some general questions that should be asked each time:

- Where were you at the time of the incident?
- What were you doing at the time?
- What did you see, hear?
- What were the environmental conditions (weather, light, noise, etc.) at the time?
- What was (were) the injured worker(s) doing at the time?
- In your opinion, what caused the incident?
- How might similar accidents be prevented in the future?

If you were not at the scene at the time, asking questions is a straightforward approach to establishing what happened. Obviously, care must be taken to assess the credibility of any statements made in the interviews. Answers to a first few questions will generally show how well the witness could actually observe what happened.

Another technique sometimes used to determine the sequence of events is to re-enact or replay them as they happened. Obviously, great care must be taken so that further injury or damage does not occur. A witness (usually the injured worker) is asked to reenact in slow motion the actions that preceded the accident.

Safety Training / Equipment Records

One of the inquiries will be whether or not the injured person was adequately trained for the particular task being performed and whether there are records documenting that training. We can't emphasise enough the importance of sign in sheets documenting attendance at training, toolbox talks and previous operations.

Another line of inquiry will focus on equipment records. These can cover inspection, maintenance, COF checks, crane inspections, daily, weekly and monthly checks.

Insurance

Insurance companies always state: “Never Admit Liability” and “Notify us Immediately after a serious accident/incident or possible claim against us”.

Remember that your insurance company may want to send their investigators to the incident. Their policy generally is that the insurers may want to dispute an incident/accident cause and make claims against other parties.

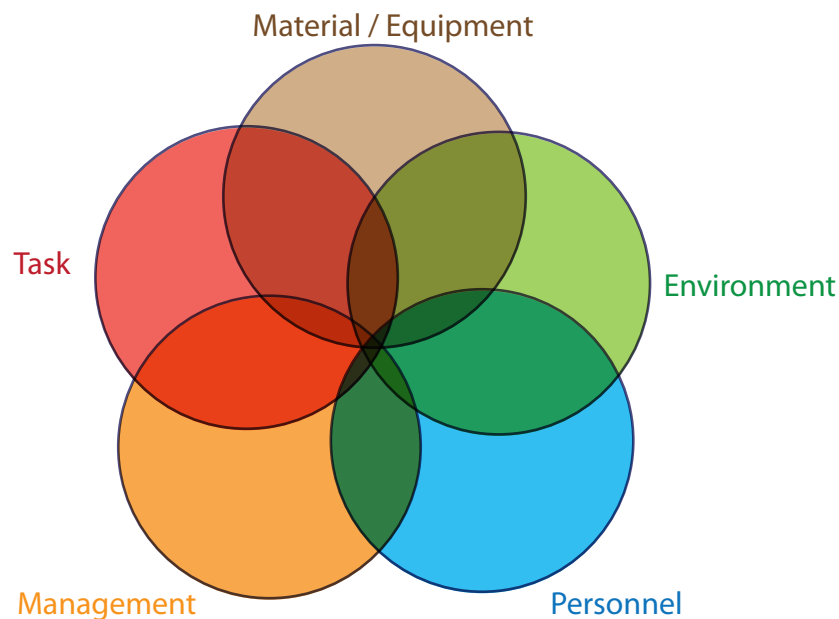
All crane companies should check with their insurers and incorporate the insurance companies policy into their post incident procedure.

9. WHAT SHOULD BE LOOKED AT AS THE CAUSE OF AN ACCIDENT?

Accident Causation Models

The simple model shown below attempts to illustrate that the causes of any accident can be grouped into five categories - task, material, environment, personnel, and management.

When this model is used, possible causes in each category should be investigated. Each category is examined more closely below. Remember that these are sample questions only: no attempt has been made to develop a comprehensive checklist.



To ensure that all the facts are uncovered, ask the following questions for each category:

Who?, What?, When?, Why? and How?

Task

Here the actual work procedure being used at the time of the accident is explored. Members of the accident investigation team will look for answers to questions such as:

- Was a safe work procedure used?
Such as a Task Analysis, Lift Plan, Job Safety Analysis or Work Method Statement?
- Had conditions changed to make the normal procedure unsafe?
- Were the appropriate tools and materials available?
- Were they used?
- Were safety devices working properly?
- Was lockout used when necessary?

For most of these questions, an important follow-up question is "If not, why not?"

Utilisation, Content, Criteria, Validated, Control

Environment

The physical environment, and especially sudden changes to that environment, are factors that need to be identified. The situation at the time of the accident is what is important, not what the “usual” conditions were. For example, accident investigators may want to know:

- What were the weather conditions?
- Was poor housekeeping a problem?
- Was it too hot or too cold?
- Was noise a problem?
- Was there adequate light?
- Were toxic or hazardous gases, dusts, or fumes present?

Illumination, Precipitation, Contaminants, Noise, Temperature/Humidity, Wind/Turbulence, Vibration, Acceleration or deceleration, Radiation, Work surface/space, Electricity, Air Pressure, Wildlife.

Personnel

The physical and mental condition of those individuals directly involved in the event must be explored. The purpose for investigating the accident is not to establish blame against someone but the inquiry will not be complete unless personal characteristics are considered. Some factors will remain essentially constant while others may vary from day to day:

- Were workers experienced in the work being done?
- Had they been adequately trained?
- Can they physically do the work?
- What was the status of their health?
- Were they tired?
- Were they under stress (work or personal)?

Records, Roster/Work Time, History, Psychology, Ability, Supervision, Alertness, Communication, Teamwork

Material / Equipment

To seek out possible causes resulting from the equipment and materials used, investigators might ask:

- Was there an equipment failure?
- What caused it to fail?
- Was the machinery poorly designed?
- Were hazardous substances involved?
- Were they clearly identified?
- Was a less hazardous alternative substance possible and available?
- Was the raw material substandard in some way?
- Should personal protective equipment (PPE) have been used?
- Was the PPE used?
- Were users of PPE properly trained?

Again, each time the answer reveals an unsafe condition, the investigator must ask why this situation was allowed to exist.

Design, Construction, Testing, Inspection, Maintenance, Modification

Management

Management holds the legal responsibility for the safety of the workplace and therefore the role of supervisors and higher management and the role or presence of management systems must always be considered in an accident investigation. Failures of management systems are often found to be direct or indirect factors in accidents. Ask questions such as:

- Were safety rules communicated to and understood by all employees?
- Were written procedures and orientation available?
- Were they being enforced?
- Was there adequate supervision?
- Were workers trained to do the work?
- Had hazards been previously identified?
- Had procedures been developed to overcome them?
- Were unsafe conditions corrected?
- Was regular maintenance of equipment carried out?
- Were regular safety inspections carried out?

This model of accident investigations provides a guide for uncovering all possible causes and reduces the likelihood of looking at facts in isolation. Some investigators may prefer to place some of the sample questions in different categories; however, the categories are not important, as long as each pertinent question is asked. Obviously there is considerable overlap between categories; this reflects the situation in real life. Again it should be emphasized that the above sample questions do not make up a complete checklist, but are examples only.

Organisational culture, Training Program, Visible support, Operational feedback processes.

10. DUTY HOLDERS REVIEW

Regulatory duty-holder's review are investigations of health & safety incidents conducted by duty-holders at the request of a health & safety inspector. They are requested when WorkSafe NZ become aware of a health & safety incident at your workplace and they determine that you should not only examine the incident yourself but also provide WorkSafe NZ with a report.

The template is an excellent tool for setting out your Investigation Report. The Crane Association recommends it's use in all investigations. For a copy see the WorkSafe NZ Website and search Duty-holder's Review or contact the association.

11. EXPERT ADVICE

Finally you're not alone. The association has access to industry experts and an active technical committee who maybe able to help with advice.

We also have contacts for consultants experienced in TAP Root Analysis to get to the root cause and help your investigation reach sound conclusions.

12. SAFETY ALERTS

“Safety must have Priority” you can read this on our website, crane safety manual and publications like the lite lift plan. As an industry we are working to create safe work sites where cranes are in use.

You can help post incident. Let us know what happened so we can inform the industry. Submit your incidents to safety-alert@cranes.org.nz.

The Crane Association of New Zealand (Inc.) will work with you to formulate a suitable Safety Alert. All information received will be treated in the strictest of confidence.

Any images will have all branding and identification removed to your requirements.

The objective of every safety alert is education. We can learn from each other, change training methods, introduce new qualifications, update the Crane Safety Manual, inform industry and save lives.

A safety alert can be as simple as:

We had a near miss or this happened to us, members should look out for it in future.

Images are helpful in showing the cause and impact but are not required if you don't want to release them. The key here is providing a voice and method for getting the word out. So we can all learn.

Give it a go. If at any point your not happy you can pull the pin and the alert won't go out.

13. TRAINING IN INCIDENT MANAGEMENT

You company may want to consider specialist training in incident management. The Crane Association of New Zealand recommends CIMS (Co-ordinated Incident Management Systems) Training.

You may also wish to consider Incident Investigation training such as TAP Root Analysis or Incident Cause Analysis.

NZQA 17601 Produce an occupational health and safety incident investigation

Contact the association for further details on courses available in your area.

A. SERIOUS HARM

‘Serious harm’ is defined in the Health and Safety in Employment Amendment Act (1992) as:

- Permanent loss of bodily function, or temporary severe loss of function, caused by respiratory disease, noise-induced hearing loss, neurological disease, cancer, dermatological disease, communicable disease, musculoskeletal disease, illness caused by exposure to infected material, decompression sickness, poisoning, vision impairment, chemical or hot metal burn, penetrating wound of eye, bone fracture, laceration, or crushing
- Amputation of a body part
- Burns requiring referral to a specialist registered medical practitioner or specialist out-patient clinic
- Loss of consciousness from lack of oxygen
- Loss of consciousness, or acute illness requiring treatment by a registered medical practitioner, from absorption, inhalation, or ingestion, of any substance
- Any harm that causes the person harmed to be hospitalised for a period of 48 hours or more, commencing within seven days of the harm’s occurrence

B. NOTIFICATION DUTIES - CRANES

Every controller [of a crane to which the Health and Safety in Employment (Pressure Equipment, Cranes and Passenger Ropeways) Regulations 1999 applies] is required to notify the Ministry of Business, Innovation and Employment **as soon as possible** after the following occurs:

- an event that causes damage that affects the operational safety of the crane, or
- causes damage to other property that may affect the safety of equipment and might in different circumstances have caused a person to be seriously harmed.

Within seven days of the event occurring, the Ministry shall be given a detailed written investigation report of the circumstances. This investigation shall be carried out by an inspection body or by a chartered professional engineer independent of the controller and the inspection body that carried out the crane’s previous inspection.

Reference: Regulation 9 Health and Safety in Employment (Pressure Equipment, Cranes and Passenger Ropeways) Regulations 1999.

C. SCENE PHOTOGRAPHS

For a crane accident we recommend a digital camera is used to record the event taking the following images:

Scene Photos

1. Site Hazard Board
2. Sign in Record and Induction Records
3. Toolbox Talks / JSA / Task Analysis / Lift Plan / Geotechnical / Underground Service Plans
4. Any weather related records
5. Photograph any security camera locations (There may be video footage)
6. Ask everyone you come into contact with to email you a copy of any photos they took or video
7. The scene from all angles (Wide angle Shots)
8. The scene from all angles (Crane Specific Shots)
9. Nearby hazards or simultaneous operations / Manhole covers and Location
10. Obstructions both buildings and ground (What influenced setup position)
11. Traffic Management
12. Exclusion Zones
13. Warning Signs / PPE on site / availability

Crane Photos

1. Outrigger pads and dunnage / foundations
2. Outrigger/track pin positions / Level Indicator / Independent Level Check
3. Ground clearance (tyres)
4. Hook and rigging (latches/wedges) both hooks
5. Two-Lock's / Back stay stops
6. Rigging certification/ Mancage certification
7. Winch area
8. Boom Angle Indicator
9. Boom - So length can be clearly calculated
10. Any back stays / fly / guides and setup
11. Slew Ring and Slew ring clearance
12. Safe Load Indicator settings
13. All cab lever and control positions / labels
14. View from Operators Cab (Take into account event time of day or night and lighting)
15. Any Signs/Stickers/Warnings on crane - relevant to event
16. Daily Weekly Check Sheets / Rating Charts / Operation Manual

The Load

1. The item being lifted and any weight markings
2. The rigging method and Rigging Certs
2. Lift points
3. Load support at placement
4. Dogmans Location and view
5. Banksman or support personnel location and view
6. Radio battery levels and channel setting

Note: Many of these images may not seem relevant post incident. However an investigation can twist and turn and the scene is only available once so snap away.

D. POST INCIDENT GREEN CARD

Consider using a Post Incident Green Card to give to employees after the incident with broad guidance from the company. Example:

POST INCIDENT GREEN CARD

We are concerned about your wellbeing post incident. Its important that you know an investigation to identify the root cause has started and this process may take some time as we work to understand what has happened. If you would like to talk to someone regarding this incident our Support Team can be contacted 24/7 on:

Its important during this process that you allow the investigation to run its course and assist the team where possible.

Media Policy

In respect for the companies involved we would like to remind all parties of our Media Policy. We will be looking for the facts to find root cause. Photos, pxts and videos in the media or social media will divert resources, create unhelpful hear-say and assumptions that have the potential to damage reputations and lose contracts prior to the facts being ascertained. Please follow the instructions on the reverse if approached by News Media.

Incident Communication Spokesperson Contact Details:



SAFETY must have PRIORITY

POST INCIDENT GREEN CARD

News Media

If a news reporter or the media asks you for information, you should:

1. Be courteous
2. Advise them that information will be forth coming from the communications spokesperson as soon as an investigation is conducted and the facts can be ascertained.
3. Take the persons name and phone number and inform them that they will be contacted.
4. If a situation arises in which you are forced to respond to the media, please keep the following points in mind:
 - i. Prior to speaking or responding to the media call Communications Spokesperson on front of card.
 - ii. Be factual, be concise. Don't guess at what you think happened. For example: you might say, " The incident/accident involving a _____ occurred approximately ___ hours ago. We will have details upon conclusion of the investigation. All information will be available from our spokesperson. He/She can be reached at: _____.(on card front).
 - iii. Do not make any comments off the record.
 - Do not say no comment.
 - Do not predict future actions.
 - Do not place blame or make any comment that can be construed as an accusation.
 - Be professional
 - Do not smoke, chew gum or eat anything while responding.
 - It is acceptable to offer sympathy to the victims and/or family

THANK YOU

SAFETY must have PRIORITY

E. WORKSAFE NZ CHECK LIST

WorkSafe NZ may ask for:

1. Notice or Record of Accident/Serious Harm form (or substantially similar)
2. All witness statements from witnesses to/at event
3. Victim(s)' statements (detailing what, when, why, how accident occurred)
4. Identified hazards and hazard controls for particular operation/job/task relevant event
5. Verification that victim(s) has/have read and understood hazards and hazard controls relating to operation/job/task.
6. Copy of victim(s)' time sheet, wage record, pay slip
7. Victim(s)' induction records
8. Victim(s)' training records (particularly records relevant to operation/job/task at the time of the event)
9. Copy of victim(s)' certificates of competency or qualification certificates relevant to the operation/job/task or relevant to the event
10. Victim(s)' Job Description (or summary of operation/job/task) at the time of event
11. Manufacturer's/supplier's and/or any other general information on operating/safety instructions of plant, equipment and/or machinery involved in event
12. Maintenance/service or repairs records/schedules of plant, equipment or machinery involved in the event
13. Minutes of safety meetings relevant to event
14. Copy of Material Safety Data Sheets (MSDS) for all hazardous substances relevant to the event
15. Copy of company's internal investigation report. Detailing persons involved, events leading up to incident, what happened, normal operating procedures, and what preventative measures were in place at the time of event. Also need to include (if any) what further preventative measures have or will need to be implemented following the event

F. MEDIA

It is not unusual now for the principals and crane companies to have media, social media and photograph policies.

Post Incident take the opportunity to remind everyone of any policies that may be in force. Ask for copies of any photos or video these may aid the investigation.

Remind all personnel that:

Photographs and video have the potential to seriously damage the companies involved now and in the future. Therefore please respect the companies and personnel involved and allow a thorough investigation to take place and the root cause to be identified. You will all be part of this process and it's important that conclusions are not jumped to from photographs and video. Specifically by the media.

Accidents or serious incidents with cranes often attract public interest, particularly if they involve fatalities or a well-known and respected operator.

Online and conventional media channels can flash "breaking news" to audiences around the country before the crane company or principal is fully aware of the event.

The crane company, principal and involved parties – which may include the site owner or construction company may then find themselves approached with requests for information and explanations, from numerous directions.

Any companies which appears to be floundering in its response, or which fails to quickly reassure its internal and external stakeholders, may suffer serious damage to its reputation, to its key relationships, and to its ongoing business.

Companies must be prepared to engage proactively with the news media and with other audiences to ensure that they are seen to respond swiftly and appropriately, and that they intend to do "the right thing".

Responding to the Media

If your incident has made media coverage BE PROACTIVE.

A key challenge for any company involved in an accident is to minimize negative or hostile media coverage which can undermine the confidence of customers, employees, investors, business partners and other stakeholders.

There is no chance of influencing the media coverage if you refuse to engage with reporters or hide behind "legalese" or "no comment".

While what you will be able to say will be limited, you should aim to establish yourself as a credible and trusted source of information about what your company is doing, as quickly as possible. The aim is to show that your organization is supportive, engaged, very concerned and responding responsibly.

Once you have issued a first “holding statement” acknowledging your involvement, maintain a steady flow of information through the news media and via other communication channels – for example, the company website.

Focus on your response to the event, and what you are doing to mitigate the consequences.

Be quick to establish yourself as the best source of information about your company and how it is responding.

With the proliferation of Social Media channels like Facebook, Twitter, Flickr and YouTube, there are numerous examples of eyewitnesses posting comments, photos and videos of incidents within minutes of the event.

This includes “tweets” from those involved in the incident. If your company is involved in an accident or major incident that has reached the media, you should aim to issue a brief “holding statement”, confirming your involvement, as quickly as possible.

Without it, you will surrender your opportunity to influence the developing news coverage. This first statement should contain whatever factual information is available, however limited, together with a commitment to release further updates. You should also describe the immediate steps you have taken in response to the event, and what you intend to do next. The holding statement could also be posted on your company website.

Be honest

One of your key objectives must be to establish – and maintain – credibility. This will ultimately depend on the audience’s perception of the honesty and sincerity of the statements you make. If you lose credibility – and with it, the trust of your audience – they will stop listening, or will disregard any further comments you make.

Acknowledge the facts. Do not hide behind evasions, obfuscation or legal jargon. If you have been involved in an accident, do not try to pass it off as an “incident”.

This will indicate that you either do not understand, or are not willing to admit, the full extent and implications of what has occurred. More dangerously, it will suggest that you have not accepted responsibility for dealing with the consequences.

Of course, it is possible that what at first genuinely appears to be an “incident” may escalate into something more serious.

If the story is still developing, you should therefore acknowledge that the information you have is incomplete and may change over time. Qualify your statements with expressions such as: “the details currently available...” or “based on what we know at the moment...” This ensures that your credibility will not be undermined if the situation becomes worse.

Understand the audiences

News reporters are just one audience you may need to engage with after an accident, as they in turn will influence the perceptions of the stakeholders who will ultimately determine the true impact of the event on your business. Consider your key stakeholders, and their relative importance. Who do you need to keep informed.

Be clear about what you can – and cannot – provide

In the first few hours after an accident, factual information is usually at a premium. The investigation into the likely cause may take months to reach a conclusion, although the news reports may be filled with speculation and “expert” opinion.

Despite the pressure to speculate, the crane company and the other parties involved should very carefully avoid discussing the potential cause(s), and should not identify specific factors that may have (or may not have) contributed to the accident or reveal details of the investigation.

Ensure that all of your employees are aware that they should say nothing to the media or other stakeholders outside of the investigation.

But do not use the investigation as an excuse to say nothing. There is a wealth of other information you can legitimately provide – for example, factual details about the crane; the crane companies operations and history; its training and maintenance systems. You can also make a statement that you have instructed your employees to fully cooperate with the investigating authorities, and that you have complete faith in the ability of the investigating bodies in determining the causes of the accident.

In many cases, it is wise to discuss potential statements with the head of the investigating authority prior to making the statement.

Collate and track all public release statements made by the investigation authority and others involved. Whenever a specific question is asked regarding the investigation, you should always refer back to the public statements of the investigators.

Be consistent across all channels

It is easy to become fixated on the news media, as the pressure they place on companies involved in an accident can be overwhelming. But there are numerous alternative channels through which you can engage, or influence, your stakeholders.

The “tone of voice” used to different audiences may vary but the messaging and factual information must be consistent.

You should assume that information or communications sent to any party will become known to all parties. As an example, internal e-mails can be expected to be leaked in large companies and therefore employees should be cautioned against speculation and in forwarding any information to anyone (including employees) not directly involved in the investigation.

At the very least, you should ensure that front-line employees are briefed on what they can say in response to questions about the situation from customers (who may decide to publicise what they are told). You should also review marketing and advertising campaigns to check that they do not contain inappropriate messaging.

Coordinate with other parties involved

Journalists are usually highly attuned to discrepancies or inconsistencies between statements made by different parties involved in any major news story, particularly an accident where issues of cause or “blame” will be a major factor in the coverage. It is therefore important that the various parties (particularly the principal and customer) coordinate the release of information to ensure basic facts are consistent and to minimize any perception of “finger-pointing”.

Establish communications with the investigating bodies and regulatory authorities immediately.

As a courtesy to other parties involved in the accident, or who may otherwise be affected, you should also provide them with advance warning or a copy of any statement which contains new information, before it is released into the public domain. This will allow them time to prepare responses to any new questions from the news media or other stakeholders.

G. SOCIAL MEDIA POLICY EXAMPLE

Overview

ABC Company is an established and highly respected company. We have a reputation for providing excellent, professional services and we enjoy strong relationships with our customers as their destination for

While providing this service, the news media is frequently interested in ABC Company. We have a responsibility to be open and responsive to their information requests because the media are among the many ways our customers and business partners build their individual perceptions of ABC Company and the work we do in the communities we work in.

Purpose

This policy exists to assure that information disclosed by ABC Company is timely, accurate, comprehensive, authoritative and relevant to all aspects of ABC Company. Adherence to this policy is intended to provide an effective and efficient framework to facilitate the timely dissemination of information.

Scope

This media policy applies to all employees of ABC Company. This policy covers all external news media including broadcast, electronic, print and social media.

Guidelines for Talking with the Media

A reporter, producer or other news media may contact you for a number of reasons, for example:

- To get information about ABC Company.
- To get information about a recent unexpected event such as accidents we may be involved in or crane incidents; etc.
- To get information or comment about an action or event that could impact our industry, new competitive entrants, changes in government or company policies.
- To get general information on a topical story in our community such as changes in local governmental officials or policies, problems or issues specific to the community we work in etc....

Refer all media calls to ????. Please do not say you are not allowed to talk to a reporter or have to get permission to do so. Instead, tell the reporter: "ABC Company policy is to refer all media inquiries to ????. You can reach them at (telephone number).

Whenever taking a call from the media, the same courtesy and professionalism in which we approach customers should be displayed toward the media. Please act quickly when approached by the media to ensure that the reporter's deadline is met. This is important because the way this call is handled may be the reporter's first impression of ABC Company and that first impression may end up in the story published or the news segment broadcast. In order to promote our customer service image, it is important to respond quickly, courteously and professionally to all media calls.

Please remember to contact ???? if and when you have been approached by the media. Even though you have referred the media, ???? will need your help to prepare a response.

Do not let a reporter compel you to answer questions on the spot. It is always beneficial to prepare in advance in order to provide accurate and relevant information.

Guidelines for Photographs and Film

A similar process as described above will be used when someone from the media is requesting permission to take photographs or to film inside our facilities.

However much of our work occurs in public spaces. Therefore we ask our employee to always ensure appropriate health and safety controls are in place taking into account that film can alter depth perception. Someone without the correct PPE at distance may appear closer to the action on film.

A reporter or camera crew may show up unannounced on site This is most likely to occur in crisis situations. Or, it could occur if the media learned about an event on site from an external source.

Be courteous and friendly, but also remember that no matter how congenial or affirming the reporter, photographer or camera crew are, everything you say and do may be observed and reported by the media representative who is trying to make the site come alive for his/her audience.

Guidelines for Seeking Media Coverage

In circumstances in which you believe you have a positive news story to share with the public, contact ???

- Do not call a reporter directly without first consulting ???.
- ??? will work with you to gather information and determine if and how the news media should be contacted. Similar measures used by editors and reporters will be considered to determine if your story is newsworthy.
- Some news items may be more appropriate for internal publicity such as ABC Company Emails, Website or Newsletters or other forms of communications.

Social Media

ABC Company supports the responsible use of social media. There are however some guidelines that must be followed to protect ABC Companies image and brand. Examples of social media are: Twitter, Facebook, Flickr or Google+ for example.

In using social media please remember to be:

1. responsible in what you write and share
2. be authentic
3. consider your audience
4. exercise good judgement
5. respect copyright and fair use
6. protect confidential and proprietary information
7. bring value
8. be productive (your work is not for social media)
9. respect our customers and their requirements

Post Incident or Accident Requirements

ABC Company is responsible in its operations, we work to protect our employees, sub-contractors, the public and the environment. However due to the nature of our work there is the possibility that our planning and training can not account for all situations.

In these very rare moments ABC Company has the following policy as it moves to respect the wishes of our principles and to protect our internal investigation, contracts and public image.

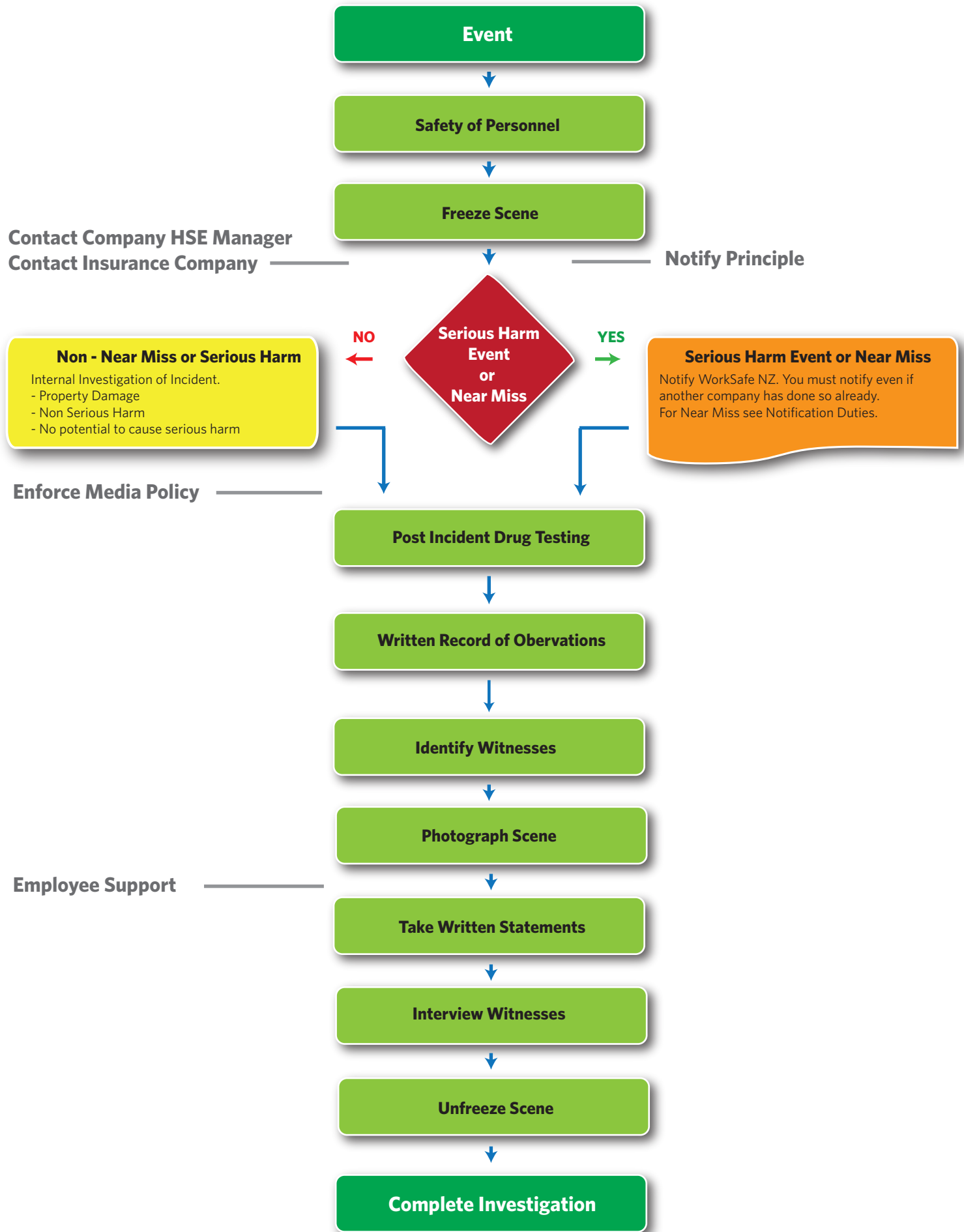
Therefore in the event of an incident we ask that:

1. Photos or video may only be taken if you have permission
2. No media taken on site is to be distributed without permission
3. Please refrain from discussing the incident outside the investigation
4. Any images or video taken of the incident may aid the investigation and is to be declared to management

Please remember we rely on our employees and subcontractors and their professional discretion in these matters.

These guidelines apply to our employee and sub-contractors.

H. INCIDENT FLOW CHART



I. ACCIDENT INVESTIGATION KIT

Be Prepared

Its a good idea to be prepared with an incident investigation kit. We recommend your investigation kit contains:

1. Copy of this document
2. Signs and barricade tape (danger and caution)
3. 1 x can of dazzle spray paint.
4. Camera
5. Measuring tape | height pole
6. Gloves - leather and latex
7. Hard hat
8. Steel capped boots/Gumboots
9. Safety glasses
10. Ear muffs
11. Sign-In sheet
12. Paper and pens
13. Digital recorder
14. Torch. Consider head lamp and hand held torch
15. Emergency contact numbers
16. WorkSafe NZ Forms
 - WorkSafe NZ Notification
 - Duty Holder Investigation
17. Hi-Vis and wet weather equipment
18. 20 x Post Incident Green Cards

Some items like the PPE you may wear everyday so will not be required. The kit should be ready for action. So ideally have a bag clearly labelled - Incident Investigation Kit.



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